

## Position Description

**Position Title:** General Manager – Versatile

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**Reports To:** Chief Executive

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**Current Location:** Springs Road, Christchurch

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### POSITION PURPOSE

To support the achievement of the strategic, operational, revenue and profit objectives of the Spanbild business by providing effective leadership to and direction of the Versatile business unit. This will be achieved by; ensuring the product offer anticipates changing market requirements, strengthening the recognition, respect and relevance of the Versatile brand, implementing best practice in franchising, ensuring promotional activity drives high volumes of enquiries and that all franchisees have the skills to convert orders to sales, are able to run their business in a way that encourages significant referral business and that their business models are sustainable and profitable.

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### POSITION OBJECTIVES

- To provide effective leadership for the strategic and operational development of the Versatile business.
  - To drive sustainable top-line growth while protecting the business base.
  - To grow market share in all key segments in which we operate and to maximise the franchise network geographical footprint accordingly.
  - To develop and implement best practice franchising and become a great franchisor.
  - To recruit and retain outstanding candidates for the franchise network.
  - To ensure all franchisees are performing to an acceptable level and to act decisively if they cannot or will not meet our expectation.
  - To help the franchise network improve their profitability and to ensure they have a sustainable business model.
  - To lead all advertising and promotional activity for the Versatile business unit.
  - To take lead responsibility for product life-cycle management and product innovation for Versatile in New Zealand.
  - To identify and lead the development and implementation of new product and market opportunities for the Versatile business.
  - To ensure profit goals are met and that expenditure budgets are adhered to.
  - To build and maintain effective external strategic relationships with industry influencers.
  - To undertake in a timely and accurate manner, in accordance with organisational policies and procedures, any other duties as directed by the Chief Executive from time to time.
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## DIRECT REPORTS

Franchise Development Managers  
Draughting Team Leader  
Versatile Chch Branch Team Leader  
Estimator

Marketing Manager  
Housing Support Manager  
Timber Framed Technical Manager

## KEY FUNCTIONAL RELATIONSHIPS

### Internal

Franchisees  
Concision staff

Operations team  
Senior Leadership Team

### External

Suppliers  
Industry stakeholders – third party relationships

Advertising agencies

## Key Tasks & Expected Results

KEY TASKS	EXPECTED RESULTS
<b>Health &amp; Safety</b>	<ul style="list-style-type: none"><li>• Observe and practise safe work methods</li><li>• Ensure safety equipment and personal protective equipment (PPE) is always used correctly, where provided.</li><li>• Report any accidents or near misses immediately to your Manager.</li><li>• Report any unsafe work practices, conditions or equipment to your Manager immediately.</li><li>• Ensure all practicable steps are taken to ensure their own safety and the safety of others while at work.</li><li>• Always maintain a high standard of cleanliness and order in the working area.</li><li>• Comply with the requirements of the H&amp;S Management Plan in regards to the roles and responsibilities of a manager in the business.</li></ul>
<b>Standards and Compliance</b>	<ul style="list-style-type: none"><li>• Demonstrate a sound understanding of all relevant Standards and Design Codes that are required to be met in New Zealand.</li><li>• Demonstrate a sound understanding of the current and relevant health, safety and all other necessary relevant standards required to enable the company to meet all required statutory obligations.</li></ul>
<b>Teamwork and Communication</b>	<ul style="list-style-type: none"><li>• Ensure clear understanding of the requirements of the Franchisees.</li><li>• Display a willingness to become involved in and committed to all aspects of both continuing professional development and company development.</li></ul>

KEY TASKS	EXPECTED RESULTS
<b>People Management</b>	<ul style="list-style-type: none"> <li>• Recruit and retain the best available people.</li> <li>• Ensure that a safe and healthy working environment is provided at all times and to develop a culture of safety first within the workforce.</li> <li>• Develop and build a strong service culture within the Versatile team.</li> <li>• Ensure that direct reports have clear and measurable objectives in place and provide regular formal and informal feedback on performance.</li> <li>• Annual salary and, where appropriate, bonus recommendations.</li> </ul>
<b>Strategic and Business Planning</b>	<ul style="list-style-type: none"> <li>• In conjunction with the Chief Executive, set a clear strategic direction for the Versatile business and develop a strategic plan.</li> <li>• Develop annual business plans along with accompanying strategic quantifications and marketing plans for Versatile.</li> <li>• Drive the implementation of business plan to meet agreed objectives.</li> <li>• Set annual budgets.</li> <li>• Work to a defined 90-day action plan.</li> </ul>
<b>Marketing</b>	<ul style="list-style-type: none"> <li>• In conjunction with the Group Marketing Manager, agree the marketing plan for Versatile to generate high quality sales enquiries.</li> <li>• Ensure maintenance of brand integrity and that a consistent approach to the presentation of our brand (inclusive of advertising) is adopted by the franchise network.</li> <li>• Conduct regular health checks on the brand.</li> <li>• Display a high level of understanding of competitors and the competitive landscape.</li> <li>• Set, maintain and review pricing to ensure we have a competitive offer (in all areas) but also that we have appropriate levels of gross margin to fund our overhead requirements.</li> <li>• Manage the product life-cycle - review and refine the product mix in anticipation of market demands.</li> <li>• Drive product innovation for Versatile.</li> </ul>
<b>Sales</b>	<ul style="list-style-type: none"> <li>• Set and achieve annual revenue targets by business, product group and franchise.</li> <li>• Develop a strong sales culture within the Franchise network and support office.</li> <li>• Provide the necessary tools and training to the network to ensure we deliver on our sales objectives.</li> <li>• Develop and implement new revenue stream opportunities on an annual basis.</li> <li>• Grow market share in all key segments and key markets.</li> <li>• Sustainably grow the top-line performance.</li> </ul>

KEY TASKS	EXPECTED RESULTS
<b>Franchise Development</b>	<ul style="list-style-type: none"> <li>• Develop and implement robust franchise business review models with a view to ensuring they are maximising the potential and profitability of their business.</li> <li>• Ensure a programmed cycle of franchisee visits - that add value to their business and that are adhered to.</li> <li>• Ensure all franchise agreements are up to date.</li> <li>• Ensure all franchisees follow the agreed rules and regulations – and act if they do not.</li> <li>• Lead and mentor FDMs to ensure in their interactions they are delivering value and focusing on improving the profitability of our franchisees in line with formal programs established.</li> <li>• Continually review our network to ensure we have the right franchisees in the right place and be decisive in acting where we need to make changes.</li> <li>• Continually review our network footprint ensuring we have the right presence in the market to achieve our market share aims.</li> <li>• Ensure robust franchise systems are developed, refined and implemented that contribute to the sustainable success of all our businesses.</li> </ul>
<b>Reporting</b>	<ul style="list-style-type: none"> <li>• Comprehensive monthly reports are prepared in the agreed format - due on day 8.</li> <li>• Provide ad-hoc reports for the CE on an as-requested basis.</li> <li>• Weekly updates to CE.</li> <li>• Update revenue forecasts on a monthly basis.</li> </ul>
<b>Other</b>	<ul style="list-style-type: none"> <li>• To undertake project work to meet the needs of the business as required.</li> <li>• To undertake in a timely and accurate manner, in accordance with organisational policies and procedures, any other duties as directed by the CE from time to time.</li> </ul>

## Ideal Person Characteristics

EXPERIENCE & QUALIFICATIONS	
<p><b>Essential</b></p> <ul style="list-style-type: none"> <li>• Commercial acumen. Understand business drivers and the causal links to profitability.</li> <li>• Must have a clear understanding of the key elements of the marketing mix in relation to retail sales.</li> <li>• Experience in the running of franchisee and/or distribution networks.</li> <li>• Experience in developing and leading high-performing sales teams.</li> <li>• Experience in developing strategic plans, business planning and setting budgets.</li> <li>• Highly developed people leadership skills – has led successful teams.</li> <li>• Intermediate level Microsoft Suite skills - Word, Excel and Outlook.</li> <li>• The ability to quickly assimilate technical information and some affinity with building.</li> </ul> <p><b>Desirable</b></p> <ul style="list-style-type: none"> <li>• Has significant experience in working as a part of a senior management team.</li> <li>• A business or marketing degree.</li> <li>• A background in the Group Home Builder sector, housing or construction industry.</li> <li>• Understanding of best-practice franchising.</li> </ul>	

COMPETENCIES	CHARACTERISED BY
<b>Leadership</b>	<ul style="list-style-type: none"> <li>• Drives performance through maximising employee commitment and contribution towards the achievement of company goals and objectives in an inclusive and open manner.</li> <li>• Demonstrates and sets high standards of behaviour, quality, credibility and integrity.</li> <li>• Provides effective practical guidance to direct reports in order that they achieve their goals.</li> <li>• Has a vision of future goals, directions, and priorities and builds team commitment to these by consistently communicating the Group and corporate visions of the company to all staff.</li> <li>• Creates an environment that encourages people to contribute, achieve, and develop their talents.</li> </ul>

COMPETENCIES	CHARACTERISED BY
<b>Commercial Acumen</b>	<ul style="list-style-type: none"> <li>• Knows how businesses work.</li> <li>• Knowledgeable in current and possible future policies, practices, trends, technology, and information affecting his / her industry.</li> <li>• Understands the competitive environment.</li> <li>• Looks toward the broadest possible view of an issue / challenge.</li> </ul>
<b>Customer Focus</b>	<ul style="list-style-type: none"> <li>• Is dedicated to meeting the expectations and requirements of internal and external customers.</li> <li>• Establishes and maintains effective relationships with customers and gains their trust and respect.</li> <li>• Is reliable, does what is promised.</li> <li>• Is committed to continually improving DIFOT performance.</li> </ul>
<b>Drive for Results</b>	<ul style="list-style-type: none"> <li>• Spends his/her time on what is important – the things that make a difference to the performance of the business.</li> <li>• Exhibits behaviours that drive sustainable results; as opposed to short-term thinking at the expense of longer-term results.</li> <li>• Has a bottom-line orientation and understands the drivers of profitability.</li> </ul>
<b>Financial and Planning</b>	<ul style="list-style-type: none"> <li>• Gathers, analyses, interprets and uses financial data effectively.</li> <li>• Draws accurate conclusions from financial information and statements.</li> <li>• Applies financial and / or accounting principles to management plans or problems.</li> <li>• Develops budgets to support the accomplishments of organisational goals at realistic costs.</li> </ul>
<b>Problem Solving</b>	<ul style="list-style-type: none"> <li>• Uses rigorous logic and methods to solve difficult problems with effective solutions.</li> <li>• Probes all fruitful sources for answers.</li> <li>• Can see hidden problems.</li> <li>• Looks beyond the obvious and doesn't stop at the first answers.</li> </ul>
<b>Creativity and Innovation</b>	<ul style="list-style-type: none"> <li>• Has good judgment about which creative ideas and suggestions will work.</li> <li>• Understands how to use his/her creativity to improve the status quo.</li> <li>• Has the ability to build on the creative ideas of others.</li> <li>• Can project how potential ideas and opportunities may play out in the marketplace.</li> <li>• Promotes a culture of innovation in the business.</li> </ul>

COMPETENCIES	CHARACTERISED BY
<b>Managerial Courage</b>	<ul style="list-style-type: none"> <li>• Provides current, direct, complete and 'actionable' positive and corrective feedback to others.</li> <li>• Lets people know where they stand.</li> <li>• Faces up to people or situational problems quickly and directly.</li> </ul>
<b>Integrity / Business Ethics</b>	<ul style="list-style-type: none"> <li>• Adheres to appropriate (for the setting) and effective set of core values and beliefs during both good and bad times.</li> <li>• Behaves professionally in line with their own values as well as those of the business.</li> <li>• Practises what he / she preaches.</li> <li>• Conducts all work in a manner which enhances the company's image and complies with company policy and legislative requirements.</li> </ul>
<b>Personal Organisation</b>	<ul style="list-style-type: none"> <li>• Effectively identifies what to delegate, to whom, to what degree, and subsequently empowers employees without exceeding one's own level of authority.</li> <li>• Organises priorities in order of importance, ensuring appropriate availability and use of resources, and ensuring realistic timeframes are negotiated and adhered to.</li> </ul>
<b>Stress Tolerance</b>	<ul style="list-style-type: none"> <li>• Identifies own stress indicators, and is able to maintain a stable, reliable and consistent performance under pressure.</li> </ul>
<b>Presentation</b>	<ul style="list-style-type: none"> <li>• Presents oneself in a way that reflects competence and confidence, demonstrating the language, manner, and appearance appropriate for this role.</li> </ul>
<b>Self-Knowledge</b>	<ul style="list-style-type: none"> <li>• Knows personal strengths, weaknesses, opportunities, and limits.</li> <li>• Seeks feedback.</li> <li>• Gains insights from mistakes.</li> <li>• Is open to criticism.</li> <li>• Looks forward to balanced (+s and -s) performance reviews and career discussions.</li> <li>• Favours being appropriately humble over his/her achievements rather than needing to 'look good'.</li> </ul>