



Head Office
Level 16, 70 Franklin Street
Adelaide 5000
South Australia
www.vuca.com.au

CANDIDATE BRIEFING DOCUMENT

GENERAL MANAGER MERCHANDISE & STRATEGY
JULY 2023

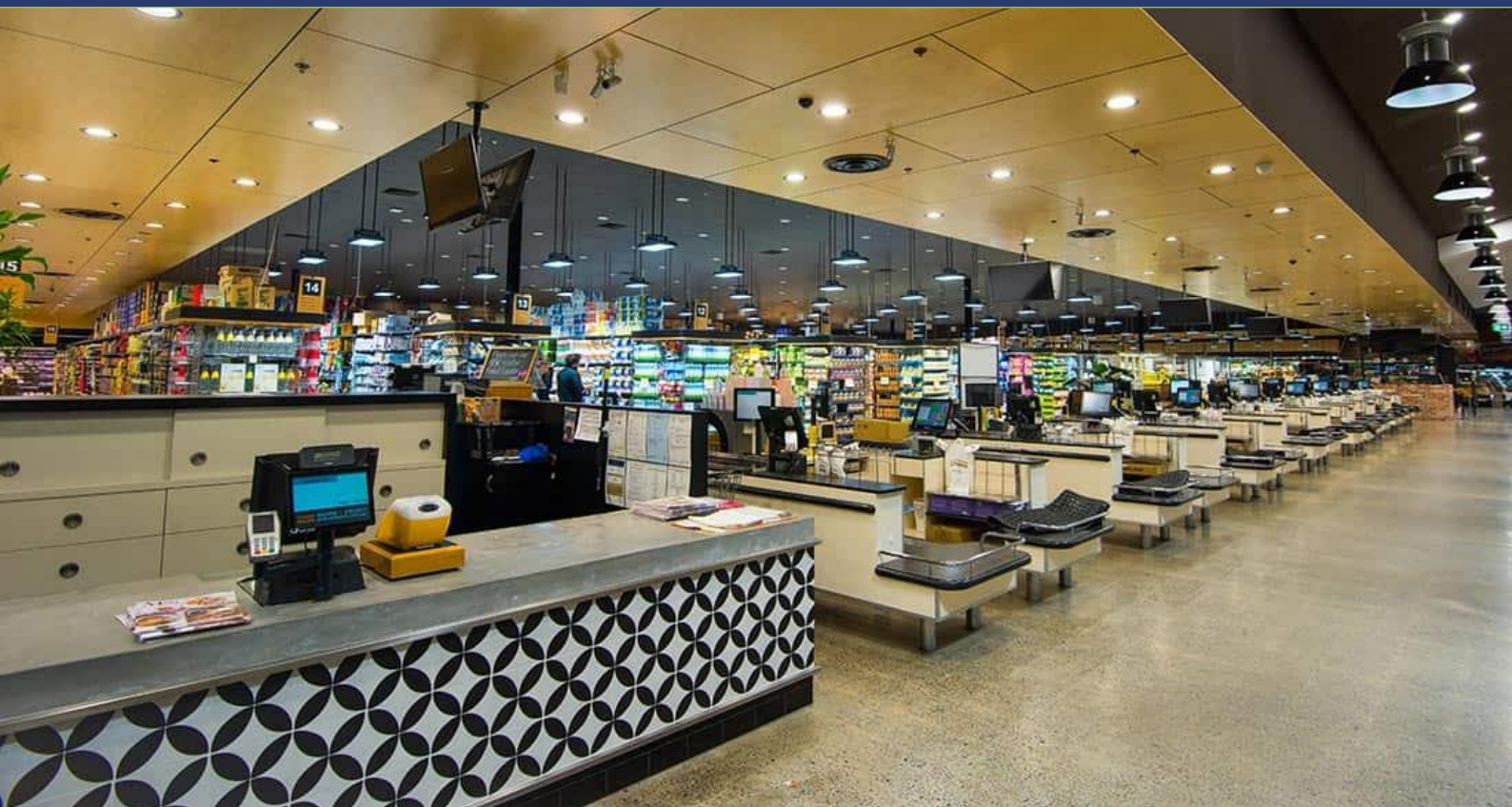


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Our Story

Foodland stores are local and independently owned supermarkets. With 96 (and counting) stores covering all of South Australia, the brand is fully entrenched in the communities it serves. Since the brand was born in 1962, it has grown from strength to strength, built on the foundations of listening to our customers and supporting local.

Since our first store in Glenelg in 1962, the brand has seen significant growth. Covering all corners of the state, Foodland has established itself as an anchor brand in the market. From winning multiple “Supermarket of the Year” Awards on an international stage to winning multiple consumer satisfaction awards, the Foodland story has and is continuing to grow.

We pride ourselves on the best customer service, innovative retail stores and all the brands’ consumers know and love. Supporting local is in Foodland’s DNA and it is what we are famous for.

Our Purpose

Foodland strives to be the retailer of choice, delivering exceptional value to its customers, retailers, and suppliers. As one of the most popular and iconic brands in the state, we proudly represent South Australia to the world with our innovate stores. We are community minded and support the communities which we serve and have taken care of us.

Our Values

Foodland’s value drive our behaviour. It’s the “why” we do things. They are:

- Trusted, reliable and honest
- Fun and healthy lifestyle
- Cares about the community
- Great and healthy food
- Competitive
- Fiercely independent

These values underpin our position of “The Mighty South Aussies”. They are engrained in our business, stores and decision-making process. Alignment with these values to deliver shared value is key to the way we do business.

For more information visit <https://www.foodlandsa.com.au/>

Message from the CEO



I feel so incredibly lucky to lead such an iconic and important brand. Ask any South Australian and they will say Foodland means so much to them. A part of the South Australian fabric, being a South Aussie means supporting your local Foodland. And with more stores than any other supermarket in SA, we can truly say we are local.

Being fully engaged in our local communities is important for Foodland. It was important 60 years ago. It will be important in the next 60 years. We are the single source of truth when it come supporting local. Many of the brands you know, and love started right here at Foodland. We provided a route to market for many brands and to this day, we are still a trusted partner of many local and international products. Foodland prides itself on supporting local in all facets.

While the brand has been very stable, it has undergone significant changes. One of these changes is that of the rapid growth in digital. The digital revolution is well and truly amongst us, and Foodland has leapt in this sphere. From how we interact with customers and retailers to how we do business, digital is playing a pivotal role in the Foodland brand.

For us to protect what we have built, but move forward with the time, we are seeking a General Manager of Merchandise and Strategy. This is a key leadership position within the Foodland brand, working directly with the leadership team. I look forward to reviewing your application.

Franklin dos Santos
Chief Executive Officer

The Advertised Role

General Manager Merchandise & Strategy

- **Iconic South Australian Brand**
- **Key Strategic Role**

Both local and independent, Foodland Supermarkets have been servicing South Australians for over 60 years. With 96 stores and counting, the Foodland Group has established itself as an iconic brand in the SA retail sector and has the highest market share for independent supermarket operators in Australia.

Reporting to the CEO, the General Manager Merchandise and Strategy will be responsible for leading the development of both Foodland's merchandise and group strategies, providing sales growth, retailer growth, network growth and brand equity.

The role also entails the strong strategic relationship with Foodland retailers, Metcash, and suppliers in order to offer the premium Foodland customer experience.

It is essential that the successful candidate has deep experience at a management level within retail or FMCG with key accountabilities including, but not limited to:

- Developing the retail sales, income, and wholesale sales strategy of Foodland, including the approval of budgeting and reporting.
- Enabling the merchandise team to ensure maximum sales for Foodland retailers through innovative concepts and promotional programs.
- Introducing new strategies to grow Foodland's market share.
- Developing strong and sustainable relationships nationally with suppliers and Metcash.
- Engaging with the Foodland retailers to enhance the overall effectiveness of the group.
- Fostering a performance-based culture by building capacity and capability within a high-performance team.

We are looking for a self-motivated results-oriented "go-getter" with a track record of achieving goals, and the capacity to think and operate strategically; a leader who is adept at change management as well as effective in team building and alignment.

You will have well developed written and verbal communication skills and negotiate effectively, influence and build relationships at all levels and possess the gravitas and experience to present with confidence across multiple groups.

It is vital that you are a values-based person who exemplifies good judgement, personal drive, and integrity, an ability to "think outside the square", as well as have demonstrated initiative and a readiness to undertake new projects.

Relevant tertiary qualifications in Commerce, Marketing or a related discipline are a requirement for this position.

For details of the position visit www.vuca.com.au/gmms. For further enquiries or a confidential discussion during business hours, contact VUCA Senior Associate, Paul Bell on 0412 552 302. Please forward your letter of application and CV to gmms@vuca.com.au by 5pm Sunday 30 July 2023.

Position Description

Position Title	General Manager: Merchandise and Strategy
Location	South Australia
Reports To	Chief Executive Officer
Roles Reporting to the Position (direct reports)	Senior Category Manager
Leadership Level	Senior Manager / Leadership Group
Position Type (Full time / Part time / Casual)	Full time

Position Purpose

The General Manager: Merchandise and Strategy is responsible for leading the development of both Foodland’s merchandise and corporate strategies, providing sales growth, retailer wealth, network growth and brand equity. The role also entails the strong strategic relationship with Foodland retailers, Metcash and suppliers in order to offer the premium Foodland customer experience.

As a custodian of the Foodland brand, the position requires the General Manager: Merchandise and Strategy to take ultimate responsibility for all merchandise and marketing strategies, in addition to providing leadership and guidance to retailers, the Foodland Leadership Group, Corporate Office and Metcash to ensure that all parties are aligned to the Foodland strategy.

The position requires continual systems reviews, ensuring the merchandise and marketing teams are on track, on target and can achieve goals as efficiently as possible.

Key Accountabilities & Responsibilities

Financial Performance

- Lead and develop the retail sales and Rebateable wholesale sales strategy of the Foodland Group, including the approval of budgeting and reporting.
- Review and report upon marketing budgets.
- Enable, mobilise and captivate both the merchandise and marketing teams to ensure maximum sales for Foodland retailers through innovative concepts and promotional programs.
- Maximise retailer value creation and income improvement through successful supplier negotiations, whilst also improving retailer gross profit opportunities.
- Minimise expenses by developing effective management practices.

Brand Equity

- Introduce new strategies to grow Foodland’s market share.
- Interpret and communicate relevant and actionable data with regards to the marketplace and consumer insights to create innovate market and category strategies.

Relationship Management

- Build strong supplier relationship with both state and national supplier representatives.
- Develop strong relationships with Metcash Senior Managers.
- Constructively engage with the Foodland leadership group to enhance the overall effectiveness of the group.

People Management and Development

- Implement a performance-based culture by utilising people management and team effectiveness skills to grow the business and assist in delivering KPI's and objectives.
- Specify accountabilities for merchandise and marketing teams and conduct regular performance evaluations.
- Ensure the merchandise teams deliver results and is sticking to the overarching merchandise strategies, including (but not limited to) profitability, income, gross profit and third-party investments.
- Ensure clear and efficient system process for the merchandise.
- Train and develop staff to the level of skill and performance required.

Legal and Regulatory Compliance

- Monitor compliance with all relevant laws and regulations.

Any other duties as required

The Chief Executive Officer and General Manager: Merchandise and Marketing may require you to undertake additional responsibilities or work in other areas to those outlined in this role, subject to business requirements and your skills and competencies.

Experience, Knowledge and Skills

Essential

- Experience at a management level in retail or FMCG
- Demonstrable change management knowledge and experience
- Capacity to think and operate strategically
- Advanced problem solving capability, with results-oriented attitude
- Ability to communicate and negotiate effectively, influence and build relationships at all levels
- Good presentation skills with previous experience presenting in front of large audiences
- Advanced Microsoft Office and computer skills
- Tertiary qualifications in a relevant management/business discipline

Key Competencies

- **Shape strategic thinking:** inspire a sense of purpose and direction; strategic focus; ability to recognize opportunities, show judgment, intelligence and common sense.
- **Achieve results:** organisational capability, professional expertise, implement changes, ability to clarify ambiguities, closure and delivery.
- **Exemplify personal drive and integrity:** professionalism and probity; risk taking and personal courage, action orientation, resilience, self-awareness, commitment to personal development.
- **Cultivate productive working relationships:** nurture internal and external relationships, facilitate cooperation and partnerships, value differences and diversity, guide, mentor and develop people.
- **Communicate with influence:** communicate clearly, listen, understand and adapt to different audience, negotiate persuasively.
- **Total self-starter:** motivated to work on their own initiative without needing direction.
- **Innovative:** with the ability to look beyond the obvious and 'think outside the square'.
- **Entrepreneurial:** marked by imagination, initiative and readiness to undertake new projects.

KPI	Current State	Comments
		Strength – Opportunity to Improve - Weakness
Navigation		
Strategist		
Entrepreneur		
Change Driver		
Captivation		
Mobilizer		
Enterprise Guardian/Protector		

Current Key Performance Indicator and Targets

KPI	Target	Weighting	Comments
Sales	Deliver budget	20%	
Income (marketing, co-op and O&A)	Deliver budget	20%	
Brand Equity	Improve on previous year	20%	
Retailer Profitability	Promotional margin above prior year	15%	
Supplier engagement	Improvement in our Advantage score	10%	
Marketing budget	Deliver budget	10%	
Merchandise & Marketing team leadership		5%	

General feedback on Key performance indicators

Living & Working in Adelaide, South Australia

Australia's Most Liveable City

Adelaide is one of the most liveable cities on the planet. It is well known for its arts festivals, fine foods and wine, retail and dining experience and spirit of entrepreneurship and innovation. It has an advanced economy, world class universities and a flourishing multicultural heritage. Adelaide is the traditional home of the Kurna people and has a strong indigenous culture today.

LIFESTYLE

Adelaide is known for its **Mediterranean style climate**, where the weather is pleasant and moderate most of the year. Year-round big blue skies mean average winter temperatures of 16 degrees Celsius (°C) and 28°C in summer. Hot days can be real sizzlers and easily reach 40°C though!

Adelaide is a city that offers the physical and emotional space to breathe. There is a sense of freedom here – of expression, of movement, of thought. With a **diverse and eclectic array of accessible experiences**, it's a city that allows time for immersion, paired with a sense of space and freedom that actively encourages true indulgence.

The Adelaide Hills which are home to many villages, towns, wildlife parks and natural resources to explore, are less than half an hour drive from the City Centre. You'll never be far away from some of the most **pristine beaches** and water sanctuaries in the world, with almost 30km of beaches bordering Adelaide. Our beaches are famous for the beautiful waters and wide sandy foreshores. Beachside areas like Glenelg, Brighton and Henley Beach are only 15-minute drives from the City and offer **cosmopolitan hearts with retail and dining opportunities**. Within short drives from the city centre are Port Willunga where you can scuba dive in natural and man-made reefs, Port Adelaide where you can frolic with dolphins and St Kilda where you can wander the mangroves and natural reserves, also home to Dolphins and other Australian fauna.

A number of international measures rate metropolitan Adelaide highly for liveability, quality of life and cost of living. The Economic Intelligence Unit undertakes an annual Liveability Ranking and Overview of 140 cities around the world and Adelaide has in recent years consistently ranked 5th in the world. The Property Council of Australia undertakes its own annual survey

on liveability of Australia's top 10 biggest cities. In this survey Adelaide is ranked second only to Canberra, our nation's capital, and above all other capital cities. The Mercer Quality of Living Survey compares global cities and is primarily used to inform multi-national companies regarding optimal office locations and employee conditions. Adelaide was most recently listed as 29th in the World and has consistently ranked highly in this survey. Mercer's Cost of Living Report measures the comparative cost of over 100 items and Adelaide continues to outperform other Australian Capital Cities in this report.

REGIONAL EXPERIENCE:

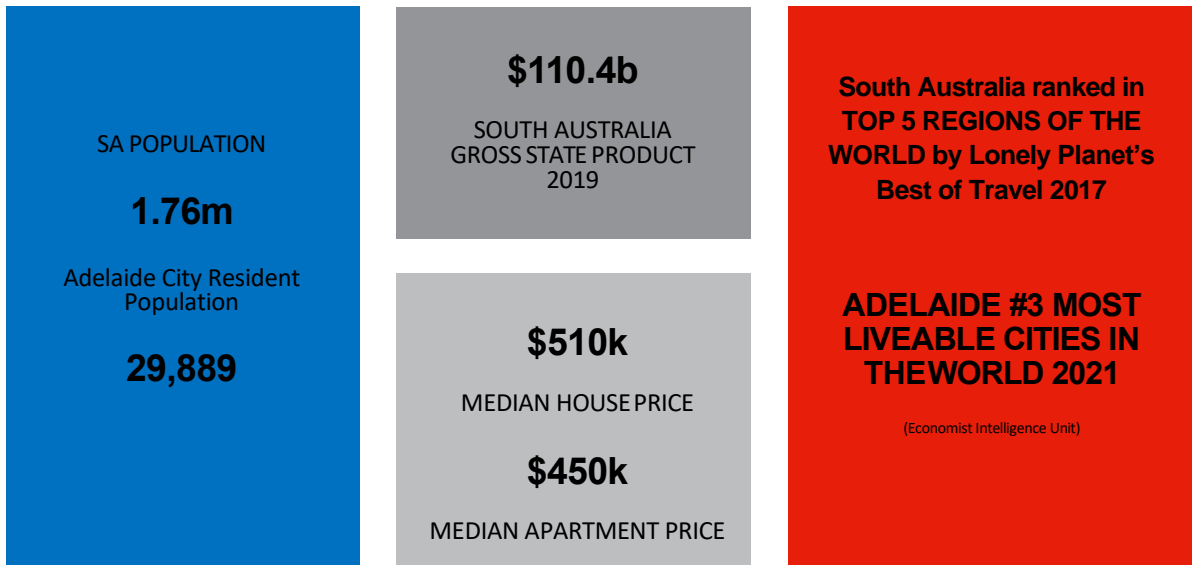
The regions surrounding Adelaide offer a unique experience with gourmet food offerings, internationally renowned wine, villages to explore and wildlife and natural attractions.

Adelaide is a city that lives well beyond its conveniently designed square mile epicentre, flowing seamlessly into world-famous wine and food regions such as Barossa, just an hour's drive north, or coastal escapes in the Fleurieu or Yorke Peninsula. You'll be spoilt for choice.

Travel another hour north and you'll reach the Clare Valley, which is famous for its Rieslings. The Adelaide Hills has some stunning whites and there's McLaren Vale and Langhorne Creek on the Fleurieu Peninsula – about an hour's drive south of the city. Drive yourself or join a guided tour of Adelaide and its surrounds - the choice is yours. Take a road trip and discover the reds from the Coonawarra on the Limestone Coast.

Kangaroo Island is an iconic destination, just two hours' drive and a short ferry ride south of Adelaide. It has pristine beaches, unique wildlife, awesome sunsets and fantastic food and wine.

South Australia & Adelaide, Fast Facts



One of the world's most liveable cities

Adelaide offers a relaxed, easy-going lifestyle, and is rated as the world's 3rd most liveable city in the world in 2021 (Economist Intelligence Unit). It is located in a beautiful region of South Australia, which is also ranked in the top 5 of the world's regions.

Australia's most affordable mainland capital

Your money will go much further in Adelaide. Studies show it costs 21% more to live in Melbourne and 23% more to live in Sydney than Adelaide. Adelaide is around 4% cheaper than Brisbane and Perth (2016 Economist Intelligence Unit), meaning you will have more money to discover Australia during your weekends and holidays.



Contact Information

For further enquiries and a confidential discussion regarding the General Manager Merchandise & Strategy position, please contact VUCA Senior Associate, Paul Bell on 0412 552 302 during business hours.

Applications including your current CV and letter of introduction are to be forwarded in MS Word format to gmms@vuca.com.au.

Applications close 5pm Sunday 30 July 2023.

Important Information

Please note that VUCA Trusted Advisors believes that while the information contained in this document is true to the best of the Company's knowledge at the time of writing, such information may change without notice. Further, the information herein is the property of the Company and must not be published or attributed unless explicitly agreed.