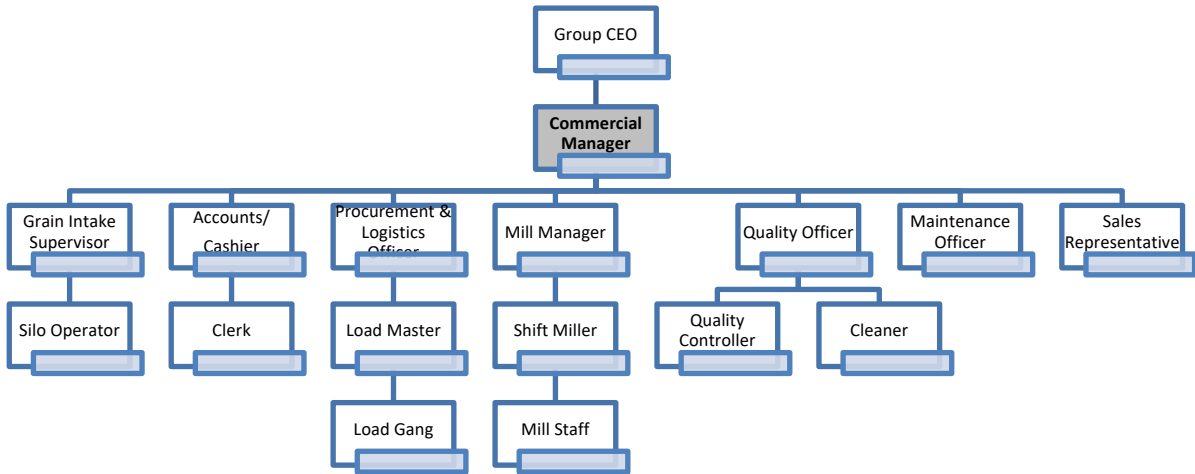


JOB DESCRIPTION

POSITION TITLE:	COMMERCIAL MANAGER
REPORTING TO:	Group CEO
DEPARTMENT:	Commercial
SUBORDINATE:	Mill, Commercial & Marketing Operations
DATE:	December 2024
DUTY STATION:	WINDHOEK

POSITION IN THE ORGANISATION



Purpose of the Position

This Position:

The Commercial Manager is primarily responsible to ensure that Hangala Group/Hangala Foods Milling is gristing and milling within quality parameters at the lowest possible cost.

This position is also responsible for the effective management of Hangala Group/Hangala Foods Milling commercial business through identification, maintenance and retention of current and new customers in a manner that facilitates business growth. This includes responsibility for the implementation of marketing and sales strategies/ plans in order to meet set targets within the organizations' framework of policies, procedures and business values. Mobilises the business development and sales teams in a manner that ensures achievement of set targets.

PERFORMANCE SPECIFICATION		
No.	Key Performance Area	Key Tasks
1	Contract Management	<p>1.1 Develops and implements a contract management strategy, aligned to organization's strategic goals and objectives.</p> <p>1.2 Formulates and implements company policy and procedure to achieve contract management strategic objectives.</p> <p>1.3 Monitors the application and compliance to the Company's Code of Ethics and professional, legal requirements and initiates corrective action, where standards are disregarded.</p> <p>1.4 Participates in various committees and forums and provides technical / professional expertise and specialist advice on contract management related issues.</p> <p>1.5 Devises strategies for negotiating specialised, non-standard and major contracts with suppliers to secure maximum quality, delivery and performance and minimum risk.</p> <p>1.6 Reviews and ensures that all proposed contracts agreements are free of commercial anomalies and risk and comply with legal requirements.</p> <p>1.7 Manages and approves all stages of contracts-in-progress for completeness and compliance to quality standards and implements action to correct any deviations.</p> <p>1.8 Devises innovative approaches to negotiate and establish contractual relationships and service level agreements with suppliers, which effectively support effective management and achievement of the Company's strategic goals.</p>
2	Commercial Strategies, Goals & Objectives	<p>2.1 Responsible for effective utilisation of resources by monitoring implementation of cost control measures such as staff travel, overtime, operational expenses etc.</p> <p>2.2 Facilitates collaboration with internal and external stakeholders to ensure organisational effectiveness.</p> <p>2.3 Cultivate a culture of innovation and creativity amongst the team members to maintain organisational competitiveness.</p> <p>2.4 Monitor and evaluate key indicators to deal effectively with any challenges.</p> <p>2.5 Develops and maintains key relationships within organization, customers, suppliers and other stakeholders</p> <p>2.6 Regularly meets with customers and potential customers to discuss applicability and competitiveness of products, customer requirements, improvements, etc. and translates these requirements into supply and distribution solutions and improvements.</p> <p>2.7 Once strategically agreed focuses on under-serviced markets to expand product reach to work towards country wide seamless availability over time.</p> <p>2.8 Ensures high visibility of products wherever active in order to optimise the commercial exposure.</p> <p>2.9 Ensures that the product range is always readily accessible to existing and potential customers from a supply perspective.</p> <p>2.10 Ensures compliance to brand/appearance/behavioural guidelines as per commercial/marketing throughout delivery processes.</p>

3	Tender Management	<p>3.1 Ensures the Company participates in relevant Tenders with appropriate competitive pricing.</p> <p>3.2 Serves as a member of the relevant Committee to evaluate tenders on a commercial basis and accurately identifies points for clarification and/or negotiation.</p> <p>3.3 Negotiates with tenderers in respect of submitted tenders and liaises with the originators, where appropriate.</p> <p>3.4 Conducts checks and verification of contractor bonds (Performance and Surety)</p> <p>3.5 Selects suitable commercial conditions for contracts and amendments to ensure that the Company's interests are protected contractually, in conjunction with the relevant Committee.</p> <p>3.6 Raises and resolves queries with Contractors/Suppliers and end-users regarding deviations from agreed tendered/contracted conditions.</p>
4	Marketing Sales & Strategies	<p>4.1 Responsible for implementation of marketing and sales plans to ensure profitability and revenue growth.</p> <p>4.2 Gathers and analyses competitor information and makes recommendations to the Group CEO on appropriate strategies to employ for each market segments.</p> <p>4.3 Directs the development of sales and marketing tools that assists the team to meet financial and operational targets.</p> <p>4.4 Institutes brand and market development processes for the Commercial operations to ensure that such processes ensure the organization becomes an industry leader.</p> <p>4.5 Monitors and evaluates brand value proposition and supporting means of marketing and brand building.</p> <p>4.6 Ensures integration of branding and marketing promises with sales and supply chain delivery and associated behaviours in order to ensure that business is done in an ethical manner.</p> <p>4.7 Define sales targets that ensure security of supply of milling products.</p> <p>4.8 Actively support the development of all sales channels aimed at optimising volumes and margins with due regard to the supply and logistics framework.</p> <p>4.9 Defines and oversees capacity development in sales to meet expressed and evaluated targets.</p> <p>4.10 Continuously review and monitor implementation of strategies that facilitate achievement of sales targets.</p> <p>4.11 Constantly monitors key ratios and observes activities to evaluate what works and what does not, guiding the team towards more effective sales approaches and behaviors.</p> <p>4.12 Identifies, develops and oversees implementation of projects that ensure market development and attainment of sales projections</p>
5	Reporting & Budgeting	<p>5.1 Responsible for the development, implementation, monitoring and control of annual budgets in line with organizations' overall financial objectives.</p> <p>5.2 Develops advisory and reporting requirements.</p> <p>5.3 Guides and supports staff in effective management of information for analytical, management and advisory requirements</p> <p>5.4 Ensures timely reporting of the supply and demand of the product to ensure information flow an efficient supply chain management process.</p>
6	Staff Management	<p>6.1 Ensures that subordinates are suitably trained and developed to achieve output requirements.</p> <p>6.2 Assess subordinate performance and implements behaviour correcting measures.</p> <p>6.3 Leads staff in their achievement of objectives with integrity, fairness and transparency.</p> <p>6.4 Creates an environment that attracts, develops and retains talents required for innovation and creativity.</p>

Job Outputs and Quality Requirements

KPA	Weighting	Output	Quality Requirements Measurements: How will we measure the outputs? Standards: What are the best practices standards for the outputs?	Evidence of performance (Sources of feedback)
Operations	Key 1 Normal 2 High 3 Strategic	1. Capacity constraint resource - CCR	<ul style="list-style-type: none"> • Production measurement against proven capacity • Production measurement against exploitable capacity • POOGI measures achieve improvements in capacity • Manufacturing equipment is available when required 	<ul style="list-style-type: none"> • Site Manager • Production Statements
Operations		2. Buffer management (production planning)	<ul style="list-style-type: none"> • Availability of raw material • Product availability – on time in full • Available Stock meets minimum stock requirements (as per trends) • Warning signs are responded to as per company procedure • Capacity utilisation 	<ul style="list-style-type: none"> • Site Manager • Symphony • Packing Managers • Warehouse Manager
Operations		3. TVD tracking - POOGI	<ul style="list-style-type: none"> • TVD is zero • POOGI processes maintain availability 	<ul style="list-style-type: none"> • Invocoms • Symphony
Operations		4. Standard Operating Procedure Audits	<ul style="list-style-type: none"> • Audits as per template • Recommendations address non conformance 	<ul style="list-style-type: none"> • Quality Controller • Food Safety Officer
Operations		5. On the job training	<ul style="list-style-type: none"> • Training meets department and individual needs • Training is aligned to strategic plans, e.g. skills shortages, succession plans, talent management • Adherence to company training standards 	<ul style="list-style-type: none"> • Invocoms • Staff • HR
Operations		6. Troubleshooting	<ul style="list-style-type: none"> • Problems resolved within agreed times • Effect on TVD is minimised • Resolution is situation specific (relevant to the problem) • Site assistance provided as per dept agreed policies • Reaction time minimises TVD • Efficiency measured against OEE (Overall Equipment Effectiveness) • Theoretical measures are achieved • Adherence to standards 	<ul style="list-style-type: none"> • Invocoms
Financial		7. Cost control	<ul style="list-style-type: none"> • Actual spent is measured against previous years' spend 	<ul style="list-style-type: none"> • Site Accountant

			<ul style="list-style-type: none"> • Optimal utilisation of resources (Manpower) • Fuel / electricity usage measured against production units • Spare parts stock control as per agreed stock levels • Milling gains maintained and losses minimized 	<ul style="list-style-type: none"> • Financial and Production Statements
Operations		8. Asset management	<ul style="list-style-type: none"> • Equipment is maintained to required standards • Available for production • Asset movement as per policy (Disposals, transfers, etc) • Inventory identification as per policy • Assets acquired as per site need 	<ul style="list-style-type: none"> • Asset Register • Site Accountant
Operations		9. Outsourced contracts	<ul style="list-style-type: none"> • Contractors managed as per Standard Operating Procedures 	<ul style="list-style-type: none"> • Contracts Manager • Score Cards
Operations		10. Management and Team Communication	<ul style="list-style-type: none"> • Departmental Invocoms 	<ul style="list-style-type: none"> • Invocoms
People		11. Staff resource management	<ul style="list-style-type: none"> • Reporting staff are trained and provided with the necessary accountability, resources, authority and information required to meet the departments objectives • The team is resourced as per operational requirements within legislative requirements to meet company objectives • Staff are provided with opportunities / forums to question and provide input • Staff trained to implement new policies 	<ul style="list-style-type: none"> • Invocoms • HR
People		12. Performance management	<ul style="list-style-type: none"> • Staff are aware of operational and job requirements through up to date job profiles, performance contracting and standard operating procedures • Staff are aware of current performance (positive performance and performance discrepancies) through ongoing timeous feedback and formal performance reviews • Performance variances and misconduct are dealt with according to the HR and company guidelines • Exceptional performance has been acknowledged according to company policy • Training needs are identified, documented and met to bridge performance discrepancies and changes in the environment • Principles and operating guidelines are in place to empower staff with decision making 	<ul style="list-style-type: none"> • Invocoms • HR

People		13. Industrial Relations	<ul style="list-style-type: none"> • Performance variances and misconduct are dealt with according to the HR and company guidelines • Discipline is managed as per company policy 	<ul style="list-style-type: none"> • HR
Operations/People		14. Food Safety – FSSC2200	<ul style="list-style-type: none"> • Adherence to FSSC2200 standards • Effective supervision of personnel in the correct application of food safety principles and practices commensurate with their activity 	<ul style="list-style-type: none"> • QA Manager • Invocoms • Staff
Operations		15. Quality management	<ul style="list-style-type: none"> • All departmental adhered to FSSC22000 standards and processes • Errors have been identified and communicated • Proactive steps to error cause removal to avoid potential recurrences of ongoing errors have been actioned • Physical content meets technical and aesthetic standards • Quality assurance has been carried out as per SOPS 	<ul style="list-style-type: none"> • QA Manager • Audit report • Quality Controller
Operational		16. SOP's	<ul style="list-style-type: none"> • SOPS are accepted by team • SOPS address company standards • Meet legislative requirements 	<ul style="list-style-type: none"> • Site Manager • Quality Controller

MINIMUM EDUCATIONAL QUALIFICATION

1. Bachelor's Degree (NQF Level 7) or equivalent in Sales & Marketing from accredited university.
2. National Chamber of Milling Trade Test Wheat/Maize or similar recognised qualification

MINIMUM YEARS OF EXPERIENCE

1. At least five 5 to 7 years' experience in a senior management position or related position
2. Experience in the FMCG industry is essential
3. Strong organisational and management skills
4. Self-initiated and passionate leader
5. Excellent sales and marketing orientation.
6. Very good knowledge of the FMCG industry and value chain
7. Very good understanding of food safety
8. Strong business development & problem-solving skills is essential
9. Strong negotiation and time management skills is an essential requirement
10. Strong sense of responsibility and accountability
11. Strategic and tactical management ability

APPROVAL (SIGNATURES REQUIRED):

INCUMBENT NAME: _____ **DATE:** _____

SUPERVISOR NAME: _____ **DATE:** _____

COMPILED BY EASY-HR CONSULTANCY: **DATE: 18 NOVEMBER 2024**

The above statements are intended to describe the general nature and level of work being performed by the incumbent in this job. They are not intended to be exhaustive list of all responsibilities and activities required of position. It should not be seen as precluding future changes of this job.