

## Position Description

### Chief Executive Officer

January 2020

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<b>Position:</b>	Chief Executive Officer (CEO)
<b>Reports to:</b>	The Board, via the Chair
<b>Location:</b>	Christchurch

### Oderings – The Business and its History

Oderings is a 100% New Zealand privately owned family business of six generations spanning over 90 years. With nine branches nationwide, five in Christchurch and four in the North Island, nine retail and three wholesale sites. Oderings employ approximately 250 staff.

Oderings was started in 1929 by Alfred Odering and his son Raymond, when they purchased an empty section in Stourbridge Street, Spreydon, Christchurch. Tomato plants and fruits were their first crop, followed later with ferns, begonias, lily bulbs and flowers. Rapid progress through the next two decades saw Oderings grow and become prominent florists in Christchurch, as well as providing wholesale bedding and vegetable plants to key retailers.

By 1950, Oderings were arguably the largest grower of bedding plants in Christchurch. In that year Raymond's son, Donald, joined the family business, eventually taking over as Managing Director in 1956. In 1984, Oderings opened its second retail garden centre at Philpotts Road, Christchurch.

During the 1970's, 1980's and 1990's, Donald and Isobel's children became involved in the business and worked in tandem with him in opening more Oderings' retail stores and wholesale growing sites. The business saw rapid growth; opening another six stores throughout the 1980's and 1990's. Donald retired in 2000 and has been succeeded by three of his and Isobel's five children; Darryn, Angela (CEO) and Julian.

Oderings has a passion for plants. The business's ongoing success is continuing to grow and sell quality plants whilst passing on knowledge and experience to customers.

### Position Overview

The CEO is responsible for ensuring the success of the business as defined by the goals and strategy agreed with the Board. The CEO will provide strategic and operational leadership to the business, developing people capability, maintaining the focus for quality plants and customer satisfaction, and identifying opportunities for enhancing business performance and growth. The CEO will ensure the strategic direction and family culture is embraced by all.

## **Key Result Areas**

### **Leadership & Relationships**

The CEO is responsible for providing effective company leadership by working with the owners and refreshing and articulating the company's vision, motivating staff, and maintaining personal engagement with the family, staff, Board members and other key stakeholders.

- Continue to build a positive, service-orientated customer culture consistent with company values, strategy and brand positioning.
- Plan the future capability requirements for the business.
- Ensure appropriate training and development of staff in leadership roles to deliver agreed performance targets and provide business succession options.
- Regularly review performance with key staff and identify training needs to benefit the business.
- Regular communication and personal engagement with the family, staff, the Board and key stakeholders.
- Maintain effective relationships with shareholders and Oderings family members. Respond to issues raised by shareholders and family members in a timely and sensitive manner.
- Develop an effective appreciation of all aspects of the business, customer requirements and industry trends.
- Ensure effective reporting to the Board, ensuring the Board is at all times informed of strategic matters, trading performance and issues of importance. Be receptive to Board members' operational involvement, ideas and expectations.
- Act as the company spokesperson and representative as agreed.

### **Operational Management**

The CEO is responsible for the achievement of agreed budgets and the delivery of business plans.

- Consistently maintain high levels of customer service across all aspects of the business.
- Ensure the wholesale and retail product offering reflects customer expectations, is effectively planned and successfully delivered to minimise waste and maximise profitability.
- Ensure the supply chain is effectively planned at each stage to meet the forecasted market demand and customer expectations, across all areas of the business (wholesale and retail.)
- Ensure there is integration of business between wholesaling, retailing and marketing. This includes an effective, integrated stock management system.
- Achieve agreed financial performance targets, including cost and margin management.
- Ensure that financial and business systems are in place to effectively monitor the performance of the various business areas and meet legislative compliance.
- Ensure appropriate policies for business risk management are established and implemented.
- Maintain effective health & safety policies and ensure behaviours are in line with health & safety best practice.

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- Ensure the effective ongoing development and integration of the landscaping business with all other operational processes for the wider company.
- Undertake other duties as reasonably requested by the Board from time to time.

#### **Strategy and Planning**

The CEO, in conjunction with the Board, will develop and regularly refresh the strategic plan for the business and manage its delivery.

- Demonstrate a strong understanding of the competitive environment within which Oderings operates. Identify trends that may influence future business initiatives/investment.
- Lead the development of annual budgets and business plans that support the achievement of agreed strategies.
- Monitor and identify potential new business opportunities. Provide analysis and recommendation to the Board of business development opportunities.
- Ensure that the Board's expectations for company growth, expansion and development are researched and documented into a planning process for regular review and action.

#### **Branding and Marketing**

The CEO is responsible for the overall positioning of the Oderings' brand and the development of promotional and customer attraction strategies.

- Through effective leadership of the Marketing Team, ensure there are relevant promotional and advertising strategies in place.
- Monitor the return on investment of promotional activity.
- Ensure there is effective integration of the sales and marketing activities across wholesale and retail.

#### **Limitations of Authority**

- Capital Expenditure – projects or assets up to \$25,000 may be approved by the CEO providing they are within budget levels set as part of the Business Plan. Expenditure over \$25,000 to be pre-approved by the Chairman/Board.
- Repairs, Maintenance and Refurbishment of an ongoing operational nature may be approved by the CEO providing the costs are within the agreed budget.
- Leases – existing lease extensions or replacement of existing leased premises/plant/equipment with new leases may be approved by the CEO with pre-approval of the Board. New leases/locations must be pre-approved by the Board.
- Property – purchase or sale of company owned property must be pre-approved by the Board.
- Staffing – hiring and dismissal of direct reports to the CEO to be pre-approved by the Chairman/Board.
- Salaries – all salary increases to be pre-approved by the Chairman and notified to the Board.
- Borrowings, refinancing or investments – to be agreed with the Board in advance.

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- All other financial transactions of a material nature such as major trade accounts, insurances etc to be pre-approved by the Board.
- Cashflow – projections to be maintained and the Chair advised if there is a likelihood to exceed agreed bank borrowings.
- Legal commitments to be within company policy.