

POSITION DESCRIPTION

Job Title: Franchise Manager	Date updated: Tuesday, 17 November 2009
Incumbent:	Signature of incumbent:
Division: Kitchens and Wardrobes	Signature of team leader:

1. PRIMARY OBJECTIVE

The Franchise Manager primarily focuses upon managing all business activities of the franchise so as to achieve both profit and steady sales growth.

2. PRINCIPAL ACCOUNTABILITIES – (Approximate % of time spent is indicated next to each accountability)

ACCOUNTABILITIES	MEASUREMENT CRITERIA	STANDARDS		
		Minimally Successful	Fully Successful	Exceeds Fully Successful
2.1 SALES MANAGEMENT (40%)				
<i>Sales drives everything in a franchise; it is the very reason for existence of the franchise.</i>				
Ensure sales targets and budgets are agreed with sales persons and are met	Weekly and monthly totals sales totals.	80% Sales Target	100% Sales Target	120% Sales Target
Ensure that each job achieves a minimum of 20% gross profit to sales ratio.	Gross profit divided by Sales % for each job	10 % of jobs achieve a net profit of 20% or less	All jobs achieve at least a 20% Gross Profit	All jobs achieve at least a 22% Gross Profit with an overall Gross profit for the franchise of 25%
Ensure and monitor the distribution of new leads to sales people and the follow up process	Tracking quantity and quality of new leads and their source ensuring that leads are closely matched with customer personality types	Sales staff do not have enough leads to enable them to achieve their budgets	Sales staff have just enough leads to enable them to adequately service them and are able to meet their monthly budgets.	Additional sales staff are hired to meet the growing number of leads. Plus increase in referral work every quarter
Assists the sales team in the conversion of all sales leads including building consents into quotes and then into sales orders	Measurement of enquiry conversion	35% Enquiries converted into sales	50% Enquiries converted into sales	60% Enquiries converted into sales
Ensure that cold calls to builders database are made regularly and that new information is added regularly	Regular entries and updates to the Builders database	5 entries made per week to previously uncalled builders: 5 to previously called builders	10 entries made per week to previously uncalled builders: 10 to previously called builders	15 entries made per week to previously uncalled builders: 15 to previously called builders
Set and measure quotation response times	Check to ensure of quotes are followed up in a timely manner	Quotes only followed up within 10 working days on average	Quotes followed up within 3 working days on average	Quotes followed up within 1 working days on average
Ensure management information provided on a regular and timely basis	Timely and accurate information provided to stakeholders	Some reports completed as per timetable	All reports completed as per timetable	Plus additional reports suggested and samples submitted

Develop, recommend and implement improved operational procedures	Changes to procedures accepted, documented and published	Some recommendations made	Recommendations made and gains acceptance of some changes	Recommendations made and gains acceptance of a majority of changes
Organise and chair sales meetings	Meeting intervals, issues discussed and minuted	Irregular Meetings produce action lists which are agreed and acted upon	Weekly meetings produce action lists which are agreed and acted upon	Meet weekly, check with HO before meetings, full communication and feedback given with follow up on questions.
Ensure timely collection of amounts due by individual and trade clients accounts	Weekly debtors meetings	Some amounts outstanding for greater than 30 days in respect of completed kitchen due to remedials	Some amounts outstanding for greater than 10 days in respect of completed kitchen due to remedials	No amounts outstanding in respect of completed kitchen due to remedial unless due to outside factors
Following up the resolution of remedials	Time from logging of remedial to resolution	Remedial resolved within 10 days	Remedial resolved within 5 days	Remedial resolved within 2 days
Ensure housekeeping of premises	Showroom content and cleanliness	Showroom clean and tidy & brochures available	Plus organised consult rooms & kitchens current with trends	Plus suggestions and ideas fed to PET for improvements

ACCOUNTABILITIES	MEASUREMENT CRITERIA	STANDARDS		
		Minimally Successful	Fully Successful	Exceeds Fully Successful
2.2 CUSTOMER SERVICE (25%)				
<i>For Pridex to achieve it's "Vision" of being the Supplier of Choice it is critical that this area is given continuous and consistent effort.</i>				
Monitor and check all relevant information is captured in the CRM database allowing smooth flow into production	Files accepted into DIP having met all necessary criteria	>8 files/month sent back requesting additional/full information	>5 sent back/month	>3 sent back/month
Check design details accurate and meet company's set standards.	Standard cabinetry use and remedial rate	>7 remedials/month due to design issues	>4 remedials/month due to design issues	>2 remedials/month due to design issues
Jobs processed speedily so as to meet customer requirements and meet production lead times	Jobs that fall within standard DIP delivery dates	More than 10% of jobs fail the DIP test	More than 5% of jobs fail the DIP test	No jobs fail the DIP test
Management of the installation process	Installations performing in line with DIFOTIS	More than 90% of jobs completed DIFOTIS	More than 95% of jobs completed DIFOTIS	More than 98% of jobs completed DIFOTIS
Customer service level (feedback and resolution) measured and acted upon	Feedback forms for all customers	Some feedback requested and acted upon	Feedback from all customer requested monthly and acted upon via summary report	Feedback statistics show immediate and permanent improvement to service levels and remedial responses

ACCOUNTABILITIES	MEASUREMENT CRITERIA	STANDARDS		
		Minimally Successful	Fully Successful	Exceeds Fully Successful
2.3 TRAINING (5%)				
<i>Pridex is committed to a continuous improvement philosophy. Excellent training of all staff supports and enables this.</i>				
Learn and understand new product using training manuals, suppliers' brochures, internal and external courses, and other training material such as SOPs.	Know all products and learn new product thoroughly within 2 weeks of it's release..	95% of product known and brochures read when received. Product not used until fully understood	100% of product known and brochures read when received	100% of product known and brochures and training requested

Ensures particular adherence to the recommendations of the Sales Design manual and recommends improvements	Sales staff continually refer to manual as a source of knowledge	Less than 20% of jobs referred back from processing with queries already addressed in manual	Less than 10% of jobs referred back from processing with queries already addressed in manual	No jobs referred back from processing with queries already addressed in manual
Attend training meetings and seminars as directed by the franchisor or franchise owner.	Attendance roster and taught concepts flowing through into work	Attendance of 80%	Attendance 100%	Attendance 100%
Ensure the establishment and achievement of branch sales budgets	Achievement of Individual sales targets by each sales person	<75% of sales people achieve monthly sales targets past three months	100% of sales people achieve monthly sales targets past three months	Sales team achieve achieves collective 120% of monthly sales targets past three months

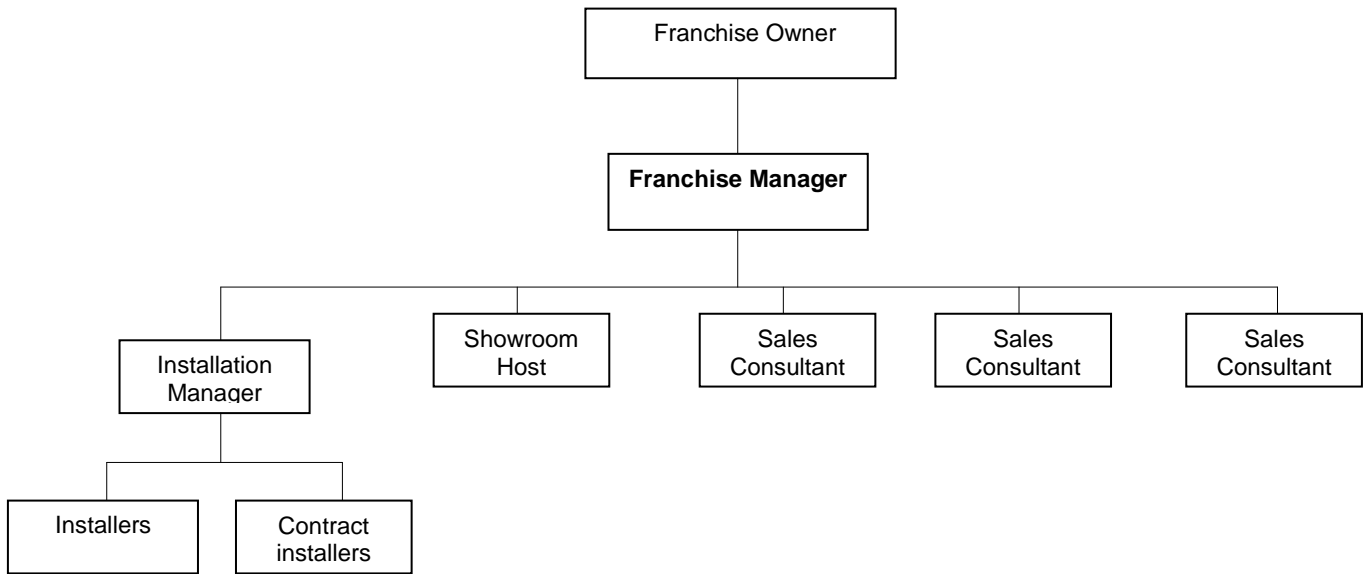
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2.4 HUMAN RESOURCES (10%)				
<i>Pridex expects to hire and retain the services of only the best people in the NZ kitchen business</i>				
<p>Ensures that a well trained and motivated team is available to implement the sales plan by:</p> <ul style="list-style-type: none"> • Doing regular performance reviews • Fostering teamwork • Recruiting and retaining staff that enhance the value of the business • Advising on and meeting training needs as appropriate • Fostering an environment where ideas can be generated • Ensuring contracted conditions of employment are adhered to • Recommending staff for additional encouragement 	Team Morale	Best Places to Work >50%	Best Places to Work >70%	Best Places to Work >80%
	Absenteeism	Sickness and Domestic leave less than 3%	Sickness and Domestic leave less than 2%	Sickness and Domestic leave less than 1%
	Staff Turnover statistics	>25% pa	>12.5% p.a	>5% pa
	Internal & External training courses recommended for staff	As requested by consultant	As per established training gap during reviews	+ as identified between appraisals
	OFI (Opportunities for Improvement) system	<1 OFI per staff member per month submitted	1 OFI per staff member per month submitted	>2 OFI per staff member per month submitted
	Review and update of Conditions of Employment	Less than once every 12 months	Once every 12 months	Once every 6 months
	Individual rewards	1 per month per team	2 per month per team	3 per month per team

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2.5 BUSINESS MANAGEMENT (20%)				
<i>Excellence in all round business management will deliver the excellent results the business requires.</i>				
Ensure the establishment and achievement of branch sales budgets	Achievement of Individual sales targets by each sales person	<75% of sales people achieve monthly sales targets past three months	100% of sales people achieve monthly sales targets past three months	Sales team achieve achieves collective 120% of monthly sales targets past three months
Monitor actual performance against budgeted performance and report discrepancies	Monthly budget versus actual comparisons	Within 10 days of end of month	Within 5 days of end of month	Within 2 days of end of month
Ensure that gross margins are acceptable generally and specifically per job	Monthly Gross margins as measured in monthly management accounts and job margins measured by job GM % report and monthly cost code reports	Gross margins below 20% monthly	Gross margins above 20% monthly	Gross margins above 25% monthly

Strict control of costs	Overhead costs as per budget	Overhead costs more than 5% above budget	Overhead costs in line with budget	Overhead 5% less than budget
Ensure the correct interpretation and implementation of all Franchise procedures and policies as they apply to the franchise	Use of procedures and policies at branch level	Not well observed by staff	Used by some staff	Well used by all staff

3 ORGANISATIONAL RELATIONSHIPS

3.1 Intra-Departmental



3.2 Cross - Functional (i.e. important working relationships)

- Franchise Owner
- Installation Manager
- Customers
- PINZL Production Manager
- Franchisor

3. OPERATING ENVIRONMENT

It is important that the Franchise Manager fully understands how the position fits within the wider company.

To start with, it is necessary to be fully conversant with the following:

Vision of the company

“To lead the NZ kitchen industry by being both the employer and supplier of choice”.

Mission of the Company

“Creating better lifestyles for our customers by providing fashionable, well designed, functional kitchens at affordable prices”

The Company's key strategies

Pridex Kitchens has been designing, manufacturing, selling and installing kitchens since 1982. From the outset, a vital difference from other joinery manufacturers has been the clear vision held by management of the future, the business potential and the requirements for sustainable and successful growth.

Over the years our vision has resulted in a number of moves to larger and larger manufacturing facilities as Pridex continued to invest heavily in developing new markets, improving production and investing in human resources.

Our current efforts are aligned and keenly focussed on the following key strategies

- The development of a NZ wide independently owned franchise network
- Manufacture in separate North and South island factories using common manufacturing processes
- Widespread supply to national Group Housing companies
- Development of a wardrobe product range to complement the kitchen range

As of November 2009 the franchise network consists of North Island showrooms in East Tamaki, Palmerston North, in the Wellington CBD, in Upper Hutt, Kapiti and in the South Island in Christchurch. Further franchised showrooms will open in Tauranga, Whangarei, Napier, New Plymouth, Dunedin, Invercargill and Marlborough during 2009/2010.

Pridex's products and market channels

All kitchens and wardrobes are custom designed and manufactured to individual customer specification. The process of custom making kitchens and wardrobes has both advantages and disadvantages in comparison to manufacturing standard products, such as office furniture.

Pridex Kitchens and Wardrobes currently supplies three main markets:

- The Group Housing market (national housing contracts) serviced by Pridex Commercial.
- The retail market (new build and renovation) serviced through independently owned franchises .
- The contract market (apartments and retirement housing complexes serviced by Pridex Commercial.

Requirements of the position

The Franchise Manager primarily focuses upon managing all business activities of the franchise. This is achieved with a combination of strong people skills, coupled with commercial, sales and technical skills. A sense of urgency, commitment to job completion and an unwavering desire to run an excellent operation, embodying “continuous improvement” is essential.

The Franchise Manager needs to form and lead a team hell bent on achieving all round “Excellence” awards. This requires an understanding of all business processes across the company from sales, through production, administration, and quality, to installation. The incumbent will fully embrace the vision of the company in driving and motivating the franchise team.

Further details of the Group and their associated products can be obtained from the website at www.pridex.co.nz.

On this website can be found documents detailing why Pridex is widely regarded both as a “Employer of Choice” and a “Supplier of Choice” in the kitchen manufacturing industry as well as Pridex's “Core Values”

5. SKILLS AND EXPERIENCE FOR THE JOB

5.1

SKILLS	COMPETENCY LEVEL of skills required
Planning and organisational skills	Advanced
Entrepreneurial ability	High
Effective team leadership and motivational skills	High

5.2

ESSENTIAL EXPERIENCE REQUIRED	DESIRABLE EXPERIENCE REQUIRED
Experience in managing a sales team	Kitchen Cabinet Design / Manufacturing Background
Staff Management	Computer drawing packages e.g. 2020 and Auto Cad
Computer Systems Understanding	Financial software preferably Pastel
Microsoft Excel & Word	
Conflict management	

6. CORE COMPETENCIES

Fuller explanation of the meaning of core competencies is available on our website at www.pridex.co.nz under Recruitment. Below is a summary of the competencies required.

Core Competencies Required For Position	STANDARD DEFINITION
B4 Flexibility	Ability to alter behavior and opinions in the light of new information or changing situations.
B7 Tenacity	Repeated and enduring efforts to overcome obstacles and/or to complete tasks
C2 Rational Persuasion	Building persuasive arguments based on logic, data and the objective merits of the situation
DI Initiative	Engaging in proactive behavior; seizing opportunities.
D6 Results Orientation	Focusing on key objectives; wanting effective outcomes.

7. AUTHORITY AND DIMENSIONS

7.1 AUTHORITY

7.1.1 Personally Authorise

Daily scheduling requirements
Orders
Leave Planning
Safety procedures

7.1.2 Discuss with Team Leader before authorising

Professional Development of staff

7.1.3 Recommend action to my team leader

Capital Expenditure

Typical examples of planning future activities.

- **Day by Day**

Implementation of Strategic Plan
Improving sales operating and planning procedures.
Communication of production delays to end customers.

- **Quarterly, Semi quarterly and Monthly**

Meeting of deadlines.
Increasing daily productivity out put.

7.2. DIMENSIONS

7.2.1 Personnel Dimensions

5 people on site

8. CHALLENGE OF THE POSITION AND PROBLEM SOLVING

8.1 Major challenges

Ensuring product delivered with not less than 95% DIFOTIS
Ensuring no "sales spill" from all sales leads

8.2 Typical Problems

Changes to scheduled dates
Contractors Resource not adequately trained

This Position Description fully represents the Position and the Accountabilities as they stand as at the date of signature. I fully understand the requirements of each "Accountability", the "Measurement Criteria" and the "Standards" and how they will be used in my regular "Performance and Development Review.

Signed _____

Date _____