



IMASA

TRANSFORMATION PROGRAM

IDENTIFICATION AND COACHING OF NEW SALES PERSONNEL AND ADMINISTRATIVE STAFF

We are all aware of the fact that transformation must happen and we as market agents need to understand that the process of transformation has to be accelerated. Transformation is not just about race, but also refers to gender.

The nature of our industry is based on trust and loyalty with farmers and thus we must include our farmers in our process of transformation.

Many agencies are transforming through employment and various programs including internships and mentorships. After much thought and focusing on the pillar of social and economic development within the AgriBEE Sector Codes, we hereby propose the following program and request the approval of all market agents to participate in this program.

Our proposal is as follows:

1. Identification and coaching of new sales personnel

- 1.1 Senior sales persons should identify previous disadvantage person/persons, including all women on your trading floor, that have the capability to become salesperson/salespersons.
- 1.2 These persons are to be trained as booking clerks and his/her remuneration should be a fixed salary, for example R5 000.00 per month.

Note: A BOOKING CLERK WORKS UNDER THE SUPERVISION OF SALESPERSONS AND ACTS ON INSTRUCTIONS FROM THE SALESPERSONS. THEY ARE NOT ALLOWED TO DETERMINE PRICES AND TO COMMUNICATE WITH THE FARMERS.

They will work as booking clerks for a period of 12 (twelve) months and thereafter will be evaluated. Should they meet with all the requirements, they should be promoted to Junior salespersons.

1.3 The Junior salespersons will be mentored by Senior salespersons.

A JUNIOR SALESPERSON WILL HAVE TO DO THE ONLINE TRAINING THROUGH APAC, BE MENTORED AND TRAINED BY THE SENIOR SALESPERSONS WITH REGARDS TO PROCUREMENT, COMMUNICATION WITH FARMERS AND BUYERS, PRICE DISCOVERY AND MANAGEMENT OF THE TRADING FLOOR.

1.4 Junior salespersons have to complete and pass the APAC online training program within 6 (six) months after enrollment. They will be on probation for one year and their remuneration will be a fixed monthly salary.

APAC has committed to assist financially with the cost of the training which entails that the agency only pays 50 % of the fee, which is R3'500 (excluding VAT). Agencies will be allowed to pay per module, which will then be R875 per module. The Junior salespersons should accompany the Senior salespersons on farmers' visits and also procure their own farmers during their probation year (Note – only after a fidelity fund certificate was issued by APAC).

1.5 After the completion of a year's probation period, the Junior salespersons will be evaluated. If the Senior sales person and management of the agencies is satisfied with the outcome and progress of the candidate, a commission structure has to be added to his/her basic salary.

We are proposing a 0.05% of the total turnover of the floor.

For example:	TURNOVER:	R3000 000.00
	COMMISSION BASED ON 0.05% =	R1500.00
	BASIC SALARY:	R5000.00
	TOTAL REMUNERATION:	R6500.00

1.5.1 These candidates should become senior salespersons within a period of 5 (five) years and their performance and commissions structure should be evaluated yearly.

1.5.2 When these candidates reach their full potential as salespersons, their remuneration will be commission-based.

1.5.3 New candidates need to be identified on a 2 (two) yearly basis, in order to ensure that the process of transformation is continuous and successful.

2. Identification and coaching of new administrative employees

2.1 An agency should consider for administrative work, previously disadvantaged and female employees, if they are willing, loyal and generally good workers, but do not fit into the agent trading environment.

Please note that the above proposal will ensure a positive and successful transformation process and can influence an increase in turnover for the agency.

Please feel free to submit further input, as we need to work together to make the transformation process on our markets, transparent, successful and honest as possible.