

JOB DESCRIPTION

COMMERCIAL DIRECTOR

Commercial & Strategy | easyHATCH Ltd | Musanze, Rwanda

Job Title:	Commercial Director
Department:	Commercial & Strategy
Reporting Line:	Chief Executive Officer (CEO)
Member of:	Senior Management Team (SMT)
Direct Reports:	Sales Manager, Marketing Manager, Business Development Manager
Employment Type:	Permanent, Full-Time
Location:	Musanze, Rwanda. Frequent travel across Rwanda and the EAC region required.

1. Position Overview and Purpose

The Commercial Director is the Company’s most senior commercial executive, accountable to the CEO for the full scope of revenue generation, market development, customer strategy, and commercial performance across all product lines and geographies. The role sits on the Senior Management Team and plays a defining part in shaping the Company’s strategic direction, commercial positioning, and long-term growth trajectory in Rwanda and the East African Community (EAC) region.

The Commercial Director must operate simultaneously at the strategic, commercial, and relational levels: setting the commercial vision and translating it into executable plans; managing the Company’s most important customer and partner relationships at the most senior level; leading and developing the commercial team; and serving as the Company’s principal external commercial ambassador in the market.

The Company’s products; namely, day-old chicks, hatching eggs, and related agri-inputs; serve a diverse customer base including commercial farmers, institutional buyers, and traders/agents across Rwanda and the EAC region. The Commercial Director must understand the distinct economics, buying behaviours, and relationship dynamics of each segment and lead a commercial strategy that grows revenue and margin consistently across all of them.

The Commercial Director’s mandate is to ensure that easyHATCH captures a leading share of the growing poultry products market; not merely by selling more, but by building the customer relationships, brand reputation, and market intelligence capability that make the Company the supplier of choice in Rwanda and the preferred partner for EAC regional expansion.

2. Key Relationships

Stakeholder	Nature of Relationship
CEO	Reports directly to the CEO. A trusted strategic partner and the CEO’s principal commercial adviser. Presents the commercial strategy, revenue performance, and market intelligence to the CEO and, where applicable, the Board. Escalates strategic commercial decisions, material pricing changes, and major contract negotiations to the CEO for approval.
Senior Management Team	A full member of the SMT. Contributes the commercial perspective to all SMT decisions: production planning, financial budgeting, capital investment, talent strategy, and regulatory matters. Holds fellow SMT members accountable for their contribution to commercial outcomes.
Farm & Hatchery Managers	The primary internal supply-side partner. Aligns commercial demand forecasts with production capacity. Negotiates production commitments with the production managers before making commercial promises to customers. Resolves supply-demand mismatches constructively and escalates unresolvable conflicts to the CEO.
Financial Officer	Collaborates on pricing strategy, gross margin management, revenue forecasting, customer credit policy, debtor management, and the commercial components of the annual budget. Ensures all commercial decisions are financially sound and properly documented.
Sales Manager	Line-manages the Sales Manager. Sets the Sales Manager’s targets, reviews performance, provides coaching and strategic direction, and holds the Sales Manager accountable for the execution of the commercial plan at the customer-facing level.
Marketing Manager	Directs the Company’s brand, communications, and marketing activities through the Marketing Manager. Ensures that marketing spend and messaging are aligned with commercial priorities.
Industry Bodies and Government Stakeholders	Represents the Company at industry forums, agricultural associations, government consultations, and trade facilitation bodies. Manages the Company’s commercial reputation and regulatory relationships at the sector level.
EAC Regional Partners and Distributors	Identifies, negotiates, and manages relationships with distributors, agents, and commercial partners across the EAC region. Leads the Company’s export development and regional expansion strategy.
Avian Veterinarian / CVO	Receives technical briefings on flock health, DOC quality, and maternal vaccination coverage that affect commercial value propositions and customer confidence. Coordinates on any customer communication relating to product quality or health-related supply constraints.

3. Key Responsibilities and Duties

3.1 Commercial Strategy and Business Planning

- a) Own and deliver the Company's commercial strategy: a multi-year plan covering revenue growth targets, product line priorities, customer segment development, pricing architecture, channel strategy, and geographic expansion across Rwanda and the EAC region.
- b) Lead the annual commercial planning cycle: translate the CEO's strategic ambitions into a detailed, funded, and achievable commercial plan with revenue, margin, and customer KPIs by product line, segment, and geography.
- c) Ensure the commercial plan is fully integrated with the Operations plan (production capacity and cost structure), the Finance plan (budget, cash flow, and investment), and the HR plan (commercial team capability and headcount).
- d) Conduct annual market assessments covering: Rwanda's poultry market size and growth rate; competitive landscape and market share; customer segment trends; pricing dynamics; regulatory developments; and EAC regional market opportunities. Present findings and strategic implications to the CEO and SMT.
- e) Identify and evaluate new product opportunities, new market segments, and new geographic markets. Build the commercial case for each and present to the CEO for decision. Lead the commercial launch of approved new product or market initiatives.
- f) Manage the Company's commercial risk: identify and mitigate concentration risk (over-reliance on a single customer, channel, or geography), pricing risk, contract risk, and credit risk. Maintain a commercial risk register and review it quarterly with the CFO.

3.2 Revenue Leadership and P&L Accountability

- a) Hold full accountability for the Company's revenue line and commercial gross margin. Monitor actual revenue and margin performance against the annual plan daily, weekly, and monthly. Identify variances early and implement corrective action without waiting for month-end reporting cycles.
- b) Own the Company's pricing architecture across all product lines. Ensure that pricing reflects cost of production, competitive positioning, customer value, and market dynamics. Review and update pricing at least quarterly in consultation with the CFO and Production Managers.
- c) Drive revenue growth through a combination of: new customer acquisition; organic growth within existing accounts (volume, frequency, product range, and margin improvement); new product or service introductions; and geographic expansion.
- d) Manage the commercial team's contribution to the Company's gross margin: ensure that discounting, credit terms, and promotional expenditure are applied within a defined governance framework and that their cumulative margin impact is tracked and reported monthly.
- e) Prepare and present the monthly commercial performance review to the CEO and CFO: revenue and margin by product line, customer segment, and geography; pipeline; customer wins and losses; market developments; and forward-looking risks and opportunities.
- f) Contribute to the annual budget process with a detailed, bottom-up revenue forecast by product line, customer segment, and geography, supported by evidence-based assumptions and sensitivity analysis.

3.3 Key Account Management and Senior Customer Relationships

- a) Personally own the Company's top-tier customer relationships — the accounts that individually or collectively represent a material share of the Company's revenue. For each account, maintain a documented strategic account plan covering: current revenue and share of wallet; relationship map (all decision-makers and influencers); growth targets; relationship risks and mitigation; and a 12-month action plan.
- b) Conduct executive-level business reviews with tier-1 accounts not less than quarterly, supported by data on volumes supplied, on-time delivery, quality performance, and future requirements.
- c) Personally lead the negotiation of all major long-term supply agreements, framework contracts, and institutional tender submissions. Ensure all contracts are reviewed by the Company's legal advisers before execution and comply with the Company's Supplier and Procurement Policy and applicable law.
- d) Build and maintain executive-level relationships with the procurement, operations, and finance heads of key institutional customers.

- e) Monitor the revenue-at-risk in the key account portfolio continuously. Identify any account showing signs of attrition at least one quarter in advance and develop and execute a structured retention plan.

3.4 EAC Regional Expansion and Export Development

- a) Lead the Company's EAC regional commercial expansion strategy: identify target markets for day-old chick exports, hatching egg placement, and, over time, processed poultry and feed products. Conduct commercial feasibility assessments for each target market and present them to the CEO with clear go/no-go recommendations.
- b) Establish and manage distributor, agent, and commercial partner relationships in EAC export markets. Negotiate commercial agreements that protect the Company's brand, quality standards, and commercial interests while enabling scalable regional penetration.
- c) Manage all regulatory requirements associated with EAC export: veterinary export certificates, movement orders, phytosanitary certificates, and trade documentation. Liaise with relevant partner-country regulatory authorities as required.
- d) Monitor EAC trade policy developments, tariff changes, non-tariff barriers, and sanitary and phytosanitary (SPS) requirements that affect the Company's export prospects. Advise the CEO and SMT on commercial and strategic implications.
- e) Build the Company's profile at EAC regional agri-business forums, trade fairs, and investment summits. Position the Company as a leading example of integrated commercial poultry production in East Africa.

3.5 Commercial Team Leadership and Development

- a) Lead, manage, and develop the full commercial team: Sales Manager, Key Account Executives, Business Development Manager, Marketing Manager, and any other relevant role. Set clear performance standards, conduct regular one-to-ones, and hold team members accountable for delivery against their targets.
- b) Build the commercial team's capability: identify skills gaps, design and fund development plans, recruit high-calibre commercial talent, and create a culture of accountability, ambition, and continuous learning.
- c) Conduct formal mid-year and year-end performance appraisals for all direct reports in accordance with the Performance Management Policy. Ensure that the commercial team's short-term incentive scheme is designed in accordance with relevant incentives policy and that it is stretching, measurable, and directly linked to Company commercial objectives.
- d) Develop succession depth in the commercial function: identify and actively develop internal candidates for the Sales Manager and Commercial Director roles. Ensure no critical commercial relationship is held by a single person without a documented backup plan.
- e) Set and enforce commercial discipline across the team: CRM hygiene, pipeline accuracy, contract documentation, credit term compliance, and adherence to the Anti-Corruption Policy. Address under-performance or non-compliance promptly and in accordance with the Disciplinary Policy.

3.6 Brand, Reputation, and Marketing

- a) Own the Company's commercial brand: the reputation for product quality, biosecurity integrity, reliability of supply, and honesty of dealing that underpins every customer relationship. Guard this reputation actively — do not allow commercial pressure to compromise product quality or delivery commitments.
- b) Direct the Company's brand and marketing strategy: product positioning, digital and print communications, trade show participation, and customer-facing content. Ensure marketing activity is aligned with commercial priorities and delivers measurable commercial value.
- c) Manage the Company's public commercial communications: customer newsletters, annual reports to institutional stakeholders, participation in industry media, and any public statements on the Company's commercial performance or market position. All public commercial statements require CEO approval.
- d) Develop and maintain the Company's value proposition for each customer segment: what makes easyHATCH the best choice for a commercial farmer, an institutional buyer, or a regional distributor? Ensure the entire commercial team can articulate this clearly and compellingly.

3.7 Market Intelligence and Competitive Analysis

- a) Build and maintain a structured market intelligence function: a regular, systematic process for collecting, analysing, and distributing actionable intelligence on competitors, customers, pricing, regulatory developments, and market trends.

- b) Conduct formal competitive analysis not less than quarterly: who are the Company’s main competitors by product line and geography? What are their pricing levels, product quality, service standards, and apparent strategic direction? Where is the Company competitively advantaged and where is it exposed?
- c) Monitor developments in the broader East African agricultural and food system that affect the Company’s commercial environment: feed grain prices, consumer income trends, urbanisation patterns, retail sector growth, food safety regulation, and international investment in the regional poultry sector.
- d) Present a formal market intelligence review to the CEO and SMT not less than twice per year, with strategic implications and recommended commercial responses.

3.8 Commercial Governance and Compliance

- a) Ensure all commercial activities comply with the Anti-Corruption Policy. Conduct anti-corruption training for the commercial team annually.
- b) Ensure all customer contracts, pricing agreements, credit terms, and commercial arrangements are documented in writing, properly authorised in accordance with the Company’s delegated authority framework, and filed with Finance and Legal.
- c) Comply with the Travel and Expense Policy for all commercial entertainment, client events, and travel expenditure. Ensure the commercial team submits expense claims with full documentation and within the prescribed timeframes.
- d) Ensure the Social Media Policy is understood and observed across the commercial team. No statement about the Company’s products, pricing, production volumes, market position, or commercial strategy may be made publicly without CEO approval.
- e) Ensure all export activities comply with applicable Rwandan and EAC export regulations, including veterinary export certification requirements managed in coordination with the regulatory authority policies.

3.9 Strategic Initiatives and CEO Support

- a) Support the CEO on strategic initiatives with a significant commercial dimension: potential acquisitions or joint ventures; investment proposals for commercial infrastructure; EAC market entry; and institutional financing applications that require a commercial case.
- b) Represent the Company at the most senior external forums where the CEO delegates this responsibility: agricultural investment conferences, Rwanda Private Sector Federation meetings, East African Business Council engagements, and government-industry consultations on agricultural policy.
- c) Provide the CEO with candid, evidence-based commercial intelligence: what is actually happening in the market, what customers are actually saying, and what the competitive landscape actually looks like — not the version that confirms the plan, but the version that enables good strategic decisions.

4. Minimum Qualifications and Experience

Requirement	Specification
Academic Qualification	A minimum of a Bachelor’s degree in Business Administration, Commerce, Agricultural Economics, Marketing, or a related discipline. An MBA or Master’s degree in Business, Agricultural Management, or a relevant commercial discipline is strongly preferred and may be required for the Director designation.
Minimum Experience	Not less than ten (10) years of progressive commercial experience, of which at least five (5) years must have been in a senior commercial leadership role — Commercial Director, Sales Director, Country Manager, or equivalent — with P&L accountability and team leadership responsibility.
Sector Experience	Significant experience in the agri-business, food production, FMCG, or related sector. Prior experience in the poultry industry, animal nutrition, or broader agricultural production value chain is highly preferred.

P&L Accountability	Demonstrated track record of managing a revenue line of not less than RWF 10 billion per annum, including direct accountability for gross margin, pricing, and commercial team performance.
EAC / African Market Experience	Demonstrable experience operating in the EAC region and/or across multiple African markets, including direct experience of export, distribution, and cross-border commercial operations. Deep knowledge of the Rwandan commercial environment is a mandatory requirement.
Team Leadership	Demonstrated experience building, leading, and developing a high-performance commercial team of at least five (5) people. Evidence of succession planning, talent development, and managing both high performers and underperformers.
Strategic Thinking	Evidence of having contributed to or led the design of a commercial strategy that delivered measurable revenue and market share growth over a multi-year period. Ability to think beyond the current quarter's revenue target.
Negotiation and Deal-Making	Demonstrable track record of personally leading and closing major commercial negotiations: long-term supply agreements, institutional tenders, distributor agreements, and strategic partnerships.
Language Proficiency	Full professional proficiency in English (written and spoken). Kinyarwanda is mandatory for senior customer relationships and government engagement. Kiswahili is an advantage for EAC regional markets.

5. Core Competencies and Personal Attributes

Competency	Behavioural Indicators
Strategic Commercial Leadership	Operates with equal confidence at the strategic and the transactional level. Sets a commercial vision that motivates and focuses the team. Makes decisions that optimise the Company's long-term commercial position, not just the current month's revenue. Knows when to push for volume and when to protect margin.
Market Intelligence and Insight	Genuinely curious about customers, competitors, and the market. Builds networks that provide real intelligence, not just confirmatory data. Reads market signals early and translates them into strategic recommendations before they become obvious.
Executive Relationship Building	Builds credibility and trust with senior decision-makers in customer organisations, government, and industry bodies. Manages relationships with discretion, honesty, and a long-term orientation. Does not over-promise or under-deliver.
Commercial Acuity and Financial Literacy	Understands the P&L from revenue to gross margin and can explain the commercial drivers of margin to the CFO and CEO. Builds business cases that are financially rigorous and commercially realistic. Does not confuse revenue growth with value creation.
Decisive Leadership Under Ambiguity	Makes sound commercial decisions when the information is incomplete and the stakes are high. Does not procrastinate when a decision is needed. Takes accountability for outcomes rather than attributing them to circumstances.
Team Building and Commercial Culture	Creates a commercial team culture of ambition, accountability, and continuous improvement. Coaches individuals on both commercial skills and professional maturity. Confronts underperformance directly and constructively. Celebrates the

	right wins — margin and sustainable volume, not just headline revenue.
Negotiation Mastery	Negotiates at the most senior levels with confidence and skill. Understands the interests and constraints of the counterparty. Finds outcomes that are commercially sound for the Company while being perceived as fair and valuable by the other side. Knows when to hold and when to close.
Integrity and Commercial Governance	Builds the Company’s commercial reputation through consistent honesty and reliability. Does not make commitments the Company cannot keep. Ensures the commercial function operates with complete compliance with the Company’s anti-corruption and governance policies.
Cross-functional Influence	Builds genuine partnerships with Operations, Finance, and the Veterinary/Biosecurity function. Understands that a commercial promise is a cross-company commitment. Does not operate in a commercial silo. Advocates for the customer inside the organisation without creating unrealistic expectations in the market.
Resilience and Presence	Maintains gravitas and effectiveness under commercial pressure, customer setbacks, and competitive challenge. Represents the Company at the most senior external forums with confidence and professionalism. Embodies the brand.

7. Conditions of Employment

Probation Period:	Six (6) months. Assessment during probation includes: delivery of a 90-day commercial review and strategic plan; evidence of senior customer relationship engagement; and first monthly commercial performance report delivered.
Notice Period (confirmed):	Three (3) months
Background Check:	Criminal background check required. Professional reference checks (minimum three, including at least one CEO or equivalent reference). Verification of academic qualifications and employment history. Financial integrity check.
Travel:	Frequent domestic travel for customer relationship management and team oversight. Regular EAC regional travel for export development, distributor management, and industry representation. Travel in accordance with Travel Policy.