

PROCUREMENT IMPLEMENTATION

Retail Ops Analysis Procurement Information Booklet

One controlled process |

Direct operating instructions from demand planning to stock and financial closure

Document control	Controlled issue
Document code	ROA-PROC-INFO-001
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Process owner	Juanita Grobler Director, Retail Ops Analysis
Issue status	Final controlled implementation issue
Applies to	All Vacation Recreational Services & Royal Hospitality Services Share Block Resorts, Resort Commercial Entities, Internal Mandated suppliers (Agusto Procurement & Jayvac Procurement per applicable section, approved external-supplier purchasing, Finances and all relevant parties.
Primary transaction record	Oracle Notes and system timestamps for Oracle procurement transactions
Inventory records	Vento, Oracle and any alternative systems or applications approved by ROA.
Review cycle	Annual and after any material role, system, authority, supplier, service-clock or control change

USE THIS BOOKLET

Follow the instructions for the task being performed. Record decisions in the approved workflow, keep the evidence with the transaction and use the named escalation route when a control cannot be completed.

Information Pack at a Glance

ONE CLEAR PROCUREMENT METHOD FOR ALL RESORTS

FOREWORD

One process succeeds when every role carries its accountability and supports the next handover. We work with integrity, stewardship, service and unity - one team protecting the same operational outcome.

CHRISTIAN VALUE

"Let all things be done decently and in order." - 1 Corinthians 14:40 (KJV)

PURPOSE

Plan demand, request stock, approve expenditure, receive goods, resolve exceptions and close every transaction with clear ownership and complete evidence.

THE OPERATING PROCESS

1	2	3	4	5	6	7
PLAN	REQUEST	SOURCE	APPROVE	RECEIVE	RECORD	CLOSE
Validate need and stock	Create and submit	Quote and confirm supply	Authorize commitment	Check and evidence	Invoice and ROG	Reconcile every outcome

WHO OWNS WHAT

- Resort - demand, final quantity, budget authority, receipt and Resort corrections.
- Internal Mandated Procurement - sourcing, competitive pricing, quote/order, ETA, back order, credit and invoice correction.
- NOSA - independent stock review, ROG, returns and stock assurance.
- Finance - payment, GL/VAT, reconciliation, bank verification and credits.
- ROA - process governance, analytics, control design and material escalation.
- Systems/Product - access, configuration, interfaces, defects, UAT and releases.

SUPPORTING DOCUMENTS - ISSUED SEPARATELY

- 02 | ROA Authority and Escalation Framework.
- 03 | Forms and Submission Routes.

- Contact and administrator allocation: see document 02.
- 03 | Event submission route; signed booking agreement remains primary evidence.
- Projects | Follow the separate controlled Projects SOP and forms.
- Separate controlled Projects SOP - governing project/capital/service procurement procedure.

Working/removed annexures remain retained for document-control history only and are not part of the issued implementation pack.

NON-NEGOTIABLES

- Created is not submitted; Procurement acts only after formal submission.
- Oracle Notes remains the formal transaction record.
- One stock store per request.
- Negative QOH stops the affected line until corrected, reported and verified.
- Receipt evidence requires the prescribed sign-off, date and readable supporting documents.
- Every split, substitute, back order or recreation retains original lineage.
- Internal Procurement back orders remain open until resolved; external-supplier non-response follows the documented 14-working-day rule.

KEY CLOCKS

- Digital Delivery - within 4 hours; latest same day.
- Agosto invoice - within 24 hours of valid trigger.
- NOSA ROG - within 48 hours of correct invoice + complete accepted receipt evidence.
- Resort Action Required - correct within 48 hours; DNU/back orders reviewed weekly.

HELP | CONTROLLED CHANNELS

Oracle Notes: NOSA | To: Responsible NOSA, CC All NOSA's | Allocated Agosto administrator: sourcing | Oracle System Queries: oraclesupport@oaks.co.za | ROA & Vento Systems Queries: sendhelp@retail-ops.co.za.

USE THE BOOKLET BY TASK

CREATE / APPROVE	RECEIVE / CLOSE	RESOLVE EXCEPTION	CONTACT / SUPPORT
Section 3	Sections 3.5–3.8	Sections 5–7	Documents 02 and 03: issued separately

ONE ACCOUNTABLE OWNER | ONE CONTROLLED RECORD | ONE COMPLETE EVIDENCE TRAIL | ONE FINAL OUTCOME

How to use this booklet

A: Start with the task you are performing.

B: Follow the named owner, required action, system status and evidence.

C: Use the exception playbook only when the standard route cannot continue and use the annexures:

When you need to	Go to	Use it for
Understand the full process	Section 3	The controlled Oracle sequence, owners, statuses and exit evidence
Create or approve a request	Sections 3.2 to 3.4	Required fields, formal submission, quotation, NOSA review and approval
Receive and close stock	Sections 3.5 to 3.8	Physical receipt, Digital Delivery, invoice, ROG and closure
Plan demand	Section 4	Internal orders, Resort response and supplier delivery calendar
Resolve a deviation	Sections 5 and 6	Urgent, back-order, substitute, damaged, promotional, project, external and downtime routes
Correct stock or system data	Section 7	System boundaries, negative QOH, UOM, stocktake, access and anomaly handling
Manage performance or go-live	Section 8	Service measures, root cause, escalation, training, UAT and change
Find the responsible contact	document 02	Authority, escalation and Agosto resort allocations
Request system support	Start Here / Form 1	Controlled system access and support request

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CONTROLLED RECORD | Use Oracle Notes for transaction decisions, queries and approvals. Email and telephone messages may alert the owner, but do not replace the approved transaction record, evidence and does not place any accountability to action, as the formal approved communication structure only shifts accountability to an actionable status accompanying the relevant oracle communication on notes and requested input- should status actioned be done without any feedback, same will be rejected and returned.

1 Operating standard

This booklet governs routine stock, controlled top-ups, events, operating requirements, services, projects and capital work, promotional stock, authorized external purchases, shortages, substitutions, credits and system downtime across the VRS | RHS-resort portfolio and related commercial entities.

1.1 Procurement lanes

Lane	When to use it	Controlled route
Routine stock	Recurring food, beverage, resale, consumable and operating stock	Resort demand & Internal approvals on quote request planning → Oracle input & submission → Procurement quote created → NOSA review → approval; issue quote → receipt → ROG → Finance → closure
Controlled top-up	Actual demand exceeds the planned cycle	Original plan or parr level planning + current consumption + forecast + minimum bridge quantity + normal approval
Event	Approved function with measurable timing and demand	Event confirmation letter Government Vouchers as approved route of Urgency separation, covers, menu and BOM, QOH, calculated shortfall & substitute limit.
General operations	Housekeeping, maintenance, grounds, stationery and non-stock needs	Specification + expense/asset classification + budget + required date + quote + evidence
Project, capital or service	BOQ, technical work, contractor service or project commitment	Approved scope + Project Smart reference + comparable quotes + technical review + authority + completion evidence. Refer to the separate controlled Projects SOP.
External supplier	Authorized purchase outside the normal Agosto/Jayvac Oracle quote route	Oracle Quote Request → NOSA → External Procurement → Finance reconciliation
Recovery or downtime	Supplier failure, back order, urgent continuity need or system outage	Original lineage + authority + controlled evidence + one-time capture + reconciliation

1.2 Non-negotiable operating rules

Rule	Required practice
One formal record	Keep every instruction, decision, approval, query, ETA, exception and outcome in Oracle or the approved external-lane ticket.
Created is preparation	Procurement acts only after Submit to Agosto or Submit to Jayvac changes the request to Submitted to Procurement.
Demand stays with the Resort	The Resort confirms the operational need, final quantity, specification, required date and budget. Internal verifications and approvals.
Procurement owns supply	Agosto/Jayvac owns sourcing, procuring, providing competitive pricing, substitutions from tier 2 & 3, supplier communication, quote, order, ETA, back order, credit and invoice correction.
NOSA remains independent	NOSA performs the stock-control gate and posts ROG or returns from valid evidence.
No invisible demand	Every split, substitute, back order, recreation, cancellation, credit and return retains the original request lineage and unresolved quantity.
Urgent is not approval	Priority changes attention and escalation; it does not remove authority, budget, supplier, evidence or segregation controls.
QOH hard stops	Negative QOH or an unapproved UOM conversion will be rejected until the source data is corrected and verified.
Individual access	Use named, least-privilege access. Shared credentials and incompatible roles are prohibited.
Closure needs proof	Close only after accepted delivery, replacement, credit, return or authorized cancellation and all stock and financial outcomes reconcile.

1.3 Risk level

Level	Typical trigger	Additional control
Routine	Stable demand, approved supplier, clean data and quantity within tolerance	Standard authority and evidence; monitor exceptions
Controlled	Material value, override, volatile demand, new supplier, price movement or repeat exception	Independent stock or commercial review and written reason before commitment
Critical	High loss/safety exposure, regulated item, guest-critical stock or material capital commitment	Dual verification and management approval within delegation

2 Accountability and authority

ACCOUNTABILITY

The owner named for each outcome completes it, records the evidence and escalates before the due time when the result cannot be achieved.

Role	Owns	Must not
Resort requester Stock Controller	Need, QOH, code, UOM, quantity, store, required date, support, receipt and discrepancy evidence	Source suppliers approve own restricted exception or sign for unchecked stock
Resort Manager HOD	Operational need, budget decision within delegation, urgency/override reason and receipt oversight	Use urgency to bypass NOSA, Finance or higher authority
Agusto Jayvac Procurement	Sourcing, quote, supplier commitment, ETA, back order, substitution, invoice, credit and supplier correction	Act on Created, change Resort demand or close unsupported discrepancies
NOSA preparer ROA	Data check and release of internal order planning sheet for Resort review	Treat an internal planning proposal as a supplier order or self-review a high-risk override
NOSA reviewer ROA	Independent QOH, movement, code, UOM, quantity and support review; ROG and return	Source suppliers, create invoices, pay, or perform physical receipt
Finance DFA	GL/budget mapping, invoice/VAT control, creditor, payment, bank-change verification and credit reconciliation	Treat a system status as proof of delivery or payment
ROA	Control design, analytics, process governance, UAT, exception reporting and material escalation	Source suppliers, execute Resort demand or release payment
OAN	Completeness follow-up, evidence traceability and overdue action escalation where allocated	Investigate stock variances or make specialist decisions
Systems / Product	Access, configuration, timestamps, interfaces, audit logs, releases and recovery	Approve business transactions or unapproved role/master-data changes

2.1 Segregation tests

- Identify the requester and operational approver; a job title or system role does not create financial authority.
- A second receiver or manager signs delivery evidence. For all stock items delivered, the requester/approver may not be the only receiver.
- Keep supplier creation, bank-detail verification, procurement activity and payment release separate. Verify any bank change independently before payment.
- Where staffing prevents normal separation, record the conflict before commitment and obtain an independent management review. One person may not perform every restricted step.

2.2 Authority route

Decision	Authority route
Operational need and final quantity	Resort Manager/HOD within delegation
Sourcing, supplier and fulfilment	Allocated Augusto/Jayvac Procurement Executive; escalate through Lizelle Knoesen Barlow
Stock review, ROG and return	NOSA first-line query / administrative assistance: Richard Henry-Taylor. Escalated or management matters: Arné Hoffman → Juanita Grobler.
Invoice, VAT, payment, bank or credit	Authorized Finance/DFA owner
System access, configuration or defect	sendhelp@retail-ops.co.za; technical owner; ROA priority where material
Unresolved, cross-functional, recurring or material risk	Juanita Grobler; escalates onward to the relevant executive authority within pillar 2, when required.

Use document 02 for the named contact, allocation and escalation route.

3 Standard Oracle procurement process

Use this route for all Augusto and Jayvac procurement unless an authorized exception in sections 5 or 6 applies.

3.1 Workflow, owner and completion evidence

Stage Status	Owner	Do this	Exit evidence
1 Plan	Resort	Validate QOH, open orders, inbound, movement, forecast, storage, shelf life, budget and required date.	Confirmed need
2 Create Created	Resort	Capture one complete request for one stock store with correct code, UOM, quantity, specification and documents.	Complete draft
3 Submit Procurement	Resort → Procurement	Use Submit to Augusto or Submit to Jayvac. Confirm the status change.	Submission time
4 Source	Augusto/Jayvac Procurement	Confirm specification, comparable cost, available quantity, cut-off, lead time, supplier and alternative.	Complete quote + ETA
5 Stock review	NOSA	Check QOH, movement, inbound, duplicate demand, item, code, UOM, quantity and support.	Approve or specific query
6 Quote Issued	Resort / approver	Check item, quantity, complete cost and delivery. Approve, accept/request invoice or return for amendment.	Named decision
7 Order	Procurement	Place supplier order; record commitment, original ETA, current owner and next update due.	Supplier commitment
8 Receive	Resort	Count/weigh, inspect and record every shortage, rejection, damage or UOM difference before two-person signature.	Signed delivery evidence
9 Digital Delivery Goods Received	Resort	Capture accepted quantity, attached evidence and submitted to Retail Ops within the service clock.	Timestamped submission
10 Invoice	Augusto / Finance	Provide the correct route invoice; validate entity, supplier, description, quantity, cost, VAT and bank controls.	Matched invoice
11 ROG	NOSA	Post only accepted evidenced quantity; use Back Order where a balance remains and attach the ROG copy.	ROG / return evidence
11.1 Internal Back Order	NOSA / Procurement + Resort	Internal Procurement back orders are reviewed weekly and remain open until the outstanding quantity is resolved by delivery, substitute, credit or authorised cancellation. Non-response does not close an internal back order.	Open BO + owner / ETA

Stage Status	Owner	Do this	Exit evidence
12 Reconcile	Finance + outcome owners	Reconcile order, receipt, invoice, ROG, payment, credit, return and every child record.	Balanced outcome
13 Close	Current accountable owners	Close only when every quantity, value, exception and manual record has a supported outcome.	Closure record

STATUS RULE

A status is not the evidence. The record must show the owner, timestamp, documents, quantity, value and outstanding action that support the status.

3.2 Plan and create the request

Log in with an individual account at <https://oracle-apps.qv.co.za:8443/apex/f?p=110:101:::>

and navigate to Orders and Invoices → Quotes → Procurement Quote Request.

Field / action	Required entry
Entity	Legal entity responsible for the purchase
Subject	Internal Order Reference - Store Location - Item Group; example: LIT001 - Shop - Fresh Produce
Summary / motivation	Operational requirement, timing, consequence if late, and forecast/event context
Supplier route	Agusto Procurement or Jayvac Interiors Procurement; use section 6 only for an authorized external exception
Delivery / location	Collection, courier or delivery and the exact delivery point
Project	Approved Project Smart project, where applicable
Priority / category	Normal or properly evidenced Urgent; correct procurement category
Lines	Correct Vento description, code, stock UOM, final required quantity and specification
Stock store	One Vento stock store per request; every line must belong to that store
Lookup	Verify the item using Vento Stock Store Lookup, Within Stock Store or Product List Search
Documents	Whole-order evidence plus any line-specific specification, photograph, link, event, BOQ or approval

HOLD THE LINE | Do not use incorrect code, store or UOM. Submit the applicable master-data request in document 03 and continue only after correction is verified.

3.3 Submit and respond

1. Verify the Subject, Vento Stock Descriptions and code lines, final quantity required inclusive of Vento UOM, stock store, specification, required date, project/event reference and attachments.
2. Use Action → Submit to Agusto or Action → Submit to Jayvac Interiors Procurement and save.
3. Confirm Submitted to Procurement. A saved Created request has not entered the sourcing queue.
4. Record instructions and replies in Oracle Notes and address the team/person responsible. Include NOSA for stock, credit, return or ROG matters.
5. When the status is Submitted to Resort - Action Required, correct the exact issue and submit back within the service clock.

3.4 Source, review and approval

Gate	Required action
Procurement source	Match the exact specifications; normalize pack/UOM, net weight, delivery, MOQ, discount, approved procurement charge and VAT; confirm availability and original expected delivery date.
Competition	Apply the approved sourcing rule. Project, capital and service work normally requires three comparable quotes unless an authorized sole-source, specialist or exception is recorded.
NOSA review	Compare QOH, movement, inbound, open orders, duplication, code, UOM, quantity, min/max, forecast and support. State the exact correction when returning a line.
Resort review	Verify the item/specification, final quantity/UOM, complete price, supplier, cut-off, delivery date, terms, substitute and delegation.
Resort Approval	Use Request Approval for Invoice or Quote and the authorized approver or Accept Quote and Request Invoice when the user holds authority.
Amendment	Return a correction through the Procurement Quote Request Console. Do not use Reject Quote merely to request an amendment because rejection closes the quote request.
Order	Procurement records supplier acceptance, original ETA and next update due; update Oracle Notes immediately when availability, price, specification or ETA changes.

3.5 Receive the delivery

Check	Do this before signing
Document	Require supplier, date, reference, items and quantities. A waybill without delivery detail is insufficient on its own.
Quantity	Count, weigh or measure every line against the order and delivery note; record net weight where applicable.
Item / UOM	Verify code, brand, model, pack, net weight, stock UOM and approved conversion.
Quality	Check condition, seal, spoilage, expiry, usable shelf life, temperature and handling.
Difference	Write shortages, excess, damage, wrong specification and rejected quantity on the delivery note before signature; add photographs where useful.
Sign-off	Stock Controller and on-duty Manager sign with full names, surnames and receipt date.
Custody	Secure accepted goods in the correct store. Segregate and identify rejected/return stock.

3.6 Complete Digital Delivery

1. Open the original request and capture Qty Received for the accepted quantity without changing the original requested quantity or date.
2. For an approved substitute, leave the original line at zero received, add the correct substitute Vento code and link the reason and parent line.
3. Upload the signed delivery note as Direct Supplier Delivery Note and attach discrepancy evidence.
4. Notify NOSA and Procurement in Oracle Notes when a line changed, was rejected, is short, needs credit or remains o
5. Use Goods Received - Submit to Retail Ops within 4 hours of delivery; the latest acceptable time is the same day.
6. If returned as Submitted to Resort - Action Required, correct and resubmit within 48 hours.

3.7 Invoice, payment and ROG

Route / control	Required practice
Prepayment	After quote acceptance, Procurement provides the correct invoice. The authorized order owner supplies payment motivation, project, bank account, payment date, budget code and support; Finance approves and reconciles before fulfilment where required.
Income Pending / Awaiting Payment	Finance and the authorized order owner complete the controlled prepayment action. This status is not proof of delivery.
Reconciled / Awaiting Delivery	Required prepayment is reconciled. Procurement confirms supplier commitment and continues delivery follow-up.

Route / control	Required practice
Receipt-led / credit	Procurement provides the matched invoice or correction after complete receipt evidence; Finance pays only when the route's receipt and ROG controls are met.
Invoice match	Match entity, supplier, item, quantity, UOM, price, delivery, discount, credit and VAT. Independently verify bank changes.
Partial delivery	NOSA posts accepted quantity, attaches the ROG and selects Vento ROG with Back Order. Keep the balance open under the original lineage.
Complete delivery	NOSA posts accepted quantity, records the return where applicable, attaches the ROG and selects Vento ROG Completed when stock posting is complete.
Incorrect posting	Reverse through the approved return/credit process, retain the original reference and repost correctly. Never hide an error through a merge or unsupported adjustment.

3.8 Service clocks and closure

Action	Start point	Required time	Owner
Digital Delivery	Physical delivery	Within 4 hours; latest same day	Resort
Prepayment invoice	Accepted quote	Within 24 hours	Agusto
Receipt-led invoice / correction	Complete signed receipt evidence	Within 24 hours	Agusto
ROG	Correct invoice + complete accepted-receipt evidence	Within 48 hours	NOSA
Action Required correction	Status assigned to Resort	Within 48 hours	Resort
DNU / open back order	Discontinued or unresolved status	Review weekly	Procurement + Resort
Open request update	Previous update / supply-risk event	By next update due	Current stage owner

CLOSURE TEST | The approved request and quote, supplier order, accepted quantity, invoice, ROG, payment, credit/return and every child record reconcile. Internal Procurement may not close while any back order, quantity, value, evidence, DNU, dispute, investigation or manual record remains unresolved. For the approved external-supplier route only, NOSA may close after 14 working days of documented follow-up with no Resort response; accountability for the non-response remains with the Resort.

4 Internal orders and delivery planning

NOSA releases a transparent stock planning sheet for internal order review.

The Resort validates physical and operational facts and remains accountable for the final submitted quantity.

4.1 Calculation

Step	Controlled calculation / check
Projected available	Validated QOH + confirmed inbound before delivery - committed/reserved stock - forecast consumption to delivery - approved event demand not already forecast
Reorder trigger	Projected available is at or below lead-time demand plus approved safety stock
Internal order quantity	Maximum of zero and effective target/max less projected available; convert through approved purchase-pack UOM and round to whole pack or MOQ
Limits	Storage, shelf life, budget, supplier cut-off, safety stock, critical-item status and override tolerance
Exceptions	Negative QOH, missing conversion, abnormal usage, unconfirmed inbound, material override, stock-out risk, storage breach or expiry risk

4.2 Resort response

Response	Record
Accept	Confirmed quantity, UOM and required date
Increase	Demand variance, event, season/peak, safety-stock need or confirmed operational change
Reduce	Stock found, confirmed inbound, storage/shelf-life restriction, budget limit or need removed
Reject	Reason and operational impact; request does not proceed
Hold	Data conflict, negative QOH, UOM/master-data defect or unresolved movement

4.3 Delivery and cut-off calendar for Agosto Procurement

*** Please contact your designated Procurement agent as the procurement section is not a ROA function:**

Plan backwards from required delivery. Supplier commitment, order cut-off, Procurement placement, approval, Resort review and suggestion release are separate milestones. Times are local and follow business-day and holiday rules.

Property / group	Supplier	Delivery	Approval cut-off	Order placement	Time
Wildplains Mabalingwe	Distri	Tuesday	Monday	Tuesday prior	12:00
Wildplains Mabalingwe	N1 Meat and Veggies	Thursday	Wednesday	Thursday prior	12:00
Wildplains Mabalingwe	Oasis	Thursday	Wednesday	Thursday prior	12:00
Wildplains Mabalingwe	SG Convenience	Thursday	Tuesday	Tuesday prior	12:00
Mpumalanga	Distri	Every second Monday	Friday before delivery	Monday prior	12:00
Mpumalanga	N1 Meat and Veggies	Friday	Thursday	Friday prior	12:00

Mpumalanga Monday Delivery Route:

Where deliveries to Mpumalanga are scheduled for a Monday, the delivery sequence must be Park Horizons first, followed by Sudwala Lodge.

Sudwala Lodge	SG Convenience	Wednesday	Tuesday	Wednesday prior	12:00
Lumberjack Crystal Springs	SG Convenience	Every second Friday	Every second Thursday	Friday prior	12:00
Park-Horizons Ngwenya Lodge	SG Convenience	Thursday	Tuesday	Tuesday prior	12:00
Mount Amanzi HC	Distri	Tuesday	Monday	Tuesday prior	Daily
Mount Amanzi HC	Rossouw Meats	Thursday	Wednesday	Thursday prior	Daily
Monateng / Manzi / Little Eden	Distri	Friday	Thursday	Friday prior	12:00

5 UNLISTED ROUTE Before quote acceptance, Procurement records the confirmed cut-off, order-placement deadline and delivery date in the quote and Oracle Notes. Do not apply an informal cut-off after submission.

Exception playbook

Use the row that matches the exception. Keep the original transaction visible, record the authorized decision and return to the normal receipt, stock, Finance and closure controls.

Exception	Immediate action	Evidence and closure
Urgent Quote Requests	Record trigger, required-by time, operational impact, root cause and minimum bridge quantity; obtain authority before commitment.	Link the original request/back order; use approved supplier where possible; complete normal receipt, invoice, ROG and review.
Urgent QR Weekend	Send a signal to the designated NOSA per "NOSA On Call schedule" to advise that you have loaded an urgent order. Please note that the available time will be between 8:00 – 13:00, any further assistance or escalation contact ROA Management.	Urgent purchases does not serve as a approval gateway, should stock be purchased prior with QOH justifying the purchase same will proceed, however should the items be rejected the Resort carries the accountability of payments of the rejected items.
Controlled top-up	Limit the request to approved volatile/high-volume items; show the original plan/par, actual movement, forecast and minimum bridge quantity.	Use normal approval and complete a post-cycle review of the variance and resulting par.

Exception	Immediate action	Evidence and closure
Event / banqueting	Attach the actual signed Wedding/CTE/Event Booking Agreement and approved quotation. Use document 03 as the quick procurement confirmation; confirm the event date, venue, quantity attending and quantity paid for.	Normal receipt/closure controls apply. Urgent treatment requires the documented exception route; the signed booking agreement remains the primary event evidence.
Short supply / back order	Post accepted quantity and keep outstanding balance open with original ID/date, ETA, owner and next update.	Use Vento ROG with Back Order; resolve by delivery, substitute, credit or authorised cancellation.
Unavailable / discontinued	Choose approved substitute, alternate source, dated back order, authorised external route or cancellation.	Add to weekly DNU review; complete replacement and master-data closure.
Split / recreation	Carry parent ID, original request and required dates, original/outstanding quantity and reason.	Never reset age; reconcile every child before closing the parent.
Substitution	Procurement records brand/specification, pack/UOM, price and delivery difference; Resort approves before commitment/acceptance.	Keep original line visible; add linked substitute with correct Vento code; reconcile invoice/credit.
Damaged / expired / short-dated	Annotate before signing; segregate rejected stock; record reason, measurement/photo, supplier response and remedy date.	NOSA posts accepted quantity only; Procurement secures replacement/credit; Finance reconciles; Resort confirms need resolved.
Promotional / free stock	Create the required stock transaction and attach delivery note plus discounted-cost or complete R0 invoice.	Record approved use; authorise/expense guest compensation; NOSA posts evidenced accepted quantity.
System downtime	Use approved pre-numbered continuity form and normal authority; record outage, owner, entity, supplier, item, quantity, value and evidence.	Check manual register for duplicates; capture once after restoration; independently reconcile every record.

5.1 Project, capital and service procurement

- Projects, capital work and project-linked services follow the separate controlled Project Quotation & Procurement SOP (C) and its supporting forms.
- Start with the Project Request Form (A). Agosto then follows the controlled project route, including call-out/site assessment where required, quotation/BOQ preparation and final proposal submission.
- Do not duplicate the project process in this booklet; the dedicated Projects SOP, approvals and supporting project documents remain the source of truth.

Project supporting documents retained under the separate Projects SOP:

- 5.1.1 Project Commencement Guideline:
- 5.1.2 Project Request Form (A)
- 5.1.3 Call-Out Fee Proposal Memo (B)Project Quotation & Procurement SOP (C)
- 5.1.4 Final Proposal Submission Template (D)
- 5.1.5 ROA Project Proposal Workbook

5.2 Rules for every exception

- Priority to be actioned as “Urgent”.
- Urgency and operational impact do not determine root cause. Record the cause separately using the labels in section 8.2.
- A once-off supplier requires identity, bank, tax and conflict checks before payment.
- Record the owner and next update due. Escalating before the due time the action cannot be completed.
- Do not close an exception until its operational, stock, supplier and financial outcomes reconcile.

6 External supplier process

APPROVED EXCEPTION ONLY | Use this lane only for an authorized purchase outside the mandated Agosto/Jayvac Oracle quote request route. It is not a routine alternative to controlled procurement.

Stage	Owner	Required action / evidence
1 Quote Request	Resort Stock Controller	Create the Quote Request Procurement Console using the correct supplier, location, store, reference, approved items and quantities. One QR serves one store and one invoice.
2 Submit	Resort	Submit to Retail Ops for Review, Subject: entity abbreviation location stock store.
3 CPO	NOSA	Check QOH and two-week movement and return it on the same ticket before purchase.
4 Procurement	Resort	Buy only authorized QR items. Receive against printed QR csv, record quantity/UOM and shortages/returns on the invoice, sign/date as per standard process, and attach the Digital Delivery plus matching invoice to the original ticket.
5 ROG	NOSA	Capture invoice, post ROG, save PDF, and attach same to the ticket.
6 Back order / GRN	Resort + supplier; NOSA posts	Status → Back Order; attach later delivery to the same chain. Request supplier credit within SAME DAY for damaged, returned or undelivered charged stock and notify NOSA. Where the Resort provides no response after documented follow-up for 14 working days, NOSA may close the external-supplier ticket; accountability for the non-response remains with the Resort.
7 GRN	Resort	Post GRN for incorrect transactions, consignment return or wrong stock; state reason, reference original ROG and post corrected GRN where required. Once procurement and resort finalize the credit note same is to be attached on documents and images, noted to the all NOSA's and actioned accordingly.
8 Reconcile / close	Finance + outcome owners	Match QR, Digital Delivery Note, invoice, ROG, payment and credit. Close only after quantity and value reconcile.

6.1 External-lane controls

- Do not buy additional items that are not authorized on the Original Quote Request. These items will NOT be ROG'd.
- Keep one QR, one Store / Outlet, one invoice in each matching transaction chain with correlating Digital Delivery documentation.
- Reply on the original Quote Request, Action corrections, receipt queries/inconsistencies, ROG, credit and closure remain together.
- Use document 02 for stock/control escalation and document 03 only when the Oracle process has a system defect.

7 Stock, systems and protection controls

7.1 System of record

System / record	Use
Oracle	Request, status, approval, quote, invoice route, Oracle Notes, documents and transaction history, Returns, finances and ROG.
Vento / approved inventory system	QOH, item/UOM master, ROG, Movements (Transfers / Manufacturing), stock take and inventory evidence.
Project Smart	BOQ, milestones, variations and completion support; Oracle remains the procurement record. Ref: Project Commencement Guideline Project scope
Radical	Actual utility/fuel issue and expense where applicable; do not duplicate a Vento release
Controlled manual register	Fallback for a field, lineage, alert or transaction unavailable in the primary system; reconcile after restoration/change

7.2 Stock and master-data gates

Gate	Required action
Negative QOH	Rejects and splits the item. Resort corrects the source receipt, transfer, manufacturing, recipe, expense, sale, waste or adjustment; Re-submit with a Report attached on the rectification. Any movements will be monitored prior to submission request; NOSA reruns and verifies before release.
UOM	Maintain purchase, stock, recipe and issue UOM, pack size, net weight, conversion, owner and effective date. Stop a line with a missing/conflicting conversion.
Stock take	Give NOSA three days' notice using Stock-take Notice Resort/entity abbreviation dates. Clear pending receipts/movements/Radical expenses and open/close the count on the same day.
Manufacturing / recipes	Merge only approved recipe-linked ingredients into valid manufacturing codes. Any merge that is done to stock not recorded as a manufactured code and correction of stock items selected incorrectly or ROG through return and repost, never an unsupported merge.
Utility stock	Receive into the approved Utility Store; keep on hand until physical issue; expense actual issue through Radical with issuer, recipient, quantity, reason and date.
Expiry / waste	Respect storage and shelf life. Authorize and evidence waste, damage or obsolete stock and record root cause before replacement buying.
Master-data change	Use the relevant document 03 form through sendhelp@retail-ops.co.za. Do not create a temporary code or conversion that hides the correct item.

7.3 Access and audit trail

- Use an individual account, least privilege, manager approval, incompatible-role review, user testing and periodic recertification.
- Remove access promptly for leavers/transfers and set an end date for temporary access.
- Preserve user, time, original value/document, changed value, reason, approver and parent-child history.
- Submit access, configuration, interface, defect and incident requests through sendhelp@retail-ops.co.za using document 03.

7.4 Stop, hold and escalate

FAIR PROCESS An alert prompts independent validation; it is not proof of misconduct and cannot alone support an accusation, dismissal, deduction, supplier termination or legal referral.

Level	Trigger	Action
Validate	Single low-risk indicator	Correct data/evidence, keep the transaction visible and record the review outcome.
Hold and review	Material, repeated or conflicting indicator	Hold the affected line/payment/status; complete independent count, document review or supplier confirmation; escalate to management and ROA.
Protected investigation	Credible fraud, theft, collusion or material-loss concern	Preserve documents, access logs and before/after values; restrict unauthorized change; escalate to authorized leadership, Finance, HR/ER, Legal, Security or Internal Audit.

Review indicators such as repeated overrides, duplicate/split requests, unusual supplier concentration or price, altered receipt evidence, unexplained stock movements, duplicate invoices, bank changes, shared credentials and unreconciled manual records.

8 Oversight, escalation and implementation

8.1 Management view

View	Minimum measures
Availability	Fill rate, on-time-in-full, stock-out days and aged back orders by original request date
Planning	Internal-order acceptance/override, forecast-to-actual, top-up rate and par breaches
Speed	Sourcing, approval, placement, Digital Delivery, invoice and ROG elapsed time by owner
Commercial	Normalized price variance, single-source rate, complete delivery cost, supplier concentration and credit ageing
Data	Negative QOH, UOM exceptions, unconfirmed inbound, status mismatch and manual fallback age
Risk	Duplicate, split, after-hours, receipt variance, unusual consumption and unresolved holds
Accountability	Parent/current ID, original/required date, owner, next action/update, cause, outstanding quantity and exposure

Operating rhythm: review critical items daily during stabilization, exceptions and open DNU/back orders weekly, service and root cause monthly, and access / control certification quarterly.

8.2 Root-cause labels

Label	Use when the controlling cause is
Resort Planning	Unconfirm delivery of back-orders, late/incomplete demand, avoidable planning failure or inaccurate Resort source information
Demand Variance	Reasonable approved forecast/par but materially different actual demand
Agusto / Jayvac Procurement	Procurement sourcing, outstanding invoices from delivered stock, processing, status, invoice, credit or follow-up for back orders.
Supplier: Procurement Accountable	Availability, lead time, delivery, quality, quantity or supplier documentation
NOSA	Stock-control or ROG delay after complete valid entry requirements
Governance / Approval	Decision or approval queue
Finance	Budget, VAT, accounting, creditor, bank, payment or credit
System / Data	Integration, outage, negative stock, master data, access or timestamp
Approved Exception	Authorized deviation with named authority, evidence and owner

8.3 Working and correction rule

Control	Required practice
One accountable owner	Name the person/function responsible for the next outcome and due time.
Early joint review	ROA, source owner and relevant manager review material evidence before executive circulation.
Consolidated correction	Reviewers provide one material correction list; avoid conflicting sequential instructions.
Materiality first	Correct factual, financial, statutory, insurance, approval, calculation and decision-critical issues first.
Named sign-off	Reviewer verifies completion and authorized approver accepts; escalate open items.
Formal report window	Complete Board/formal-pack corrections normally within 2–3 working days; transaction clocks continue separately.
Recurring error	Report recurring control/reporting errors to Juanita Grobler for systemic action.

8.4 Escalation

Trigger	Route	Record
Routine task	Current owner → functional authority	Resolution and evidence
Missed deadline, repeat query or quality failure	Owner → relevant Augusto Director, Arné, Juanita	Correction, allocation, owner and due date
Cross-team dependency, unclear owner or absent approval	Functional authority → Juanita within one working day	Risk, temporary control, permanent owner and revised date
Structural, budget, legal, people or material exposure	Juanita / Arne → relevant executive authority	Reserved decision and implementation evidence
Safety, fraud, serious misconduct, legal breach or urgent material loss	Juanita / Arne + relevant authorized executive immediately	Containment, evidence preservation and formal process

8.5 Implementation and change

Gate	Required action	Evidence
Release	Issue one controlled version with owner, code, date and distribution.	Published copy + change record
Configuration	Map entity, store, item, UOM, supplier, authority, calendar, risk, status and evidence rule.	Configuration register + sign-off
Access	Apply least privilege, segregation review, deputies, leaver removal and recertification.	Approved access form + test
UAT	Test normal, urgent, split, back order, rejected, substitute, external, promotional, project, negative-QOH and downtime cases.	Positive, negative, exception + recovery results
Training	Train each function on its tasks, handovers, evidence and escalation.	Attendance + worked example + competency result
Go-live	Resolve every critical control defect, manual record and material stock/financial variance.	Authorized release decision
Stabilize	For 30 days: critical items daily, exceptions weekly, service and root cause monthly.	Action register + 30-day decision
Change	Approve/test role, status, form, interface, authority, supplier route, clock or evidence change before use.	Versioned approval + release note + retraining

CLOSURE STANDARD Complete output + supporting evidence + authorized or independent verification + recipient acceptance + register update. Discussion, a promise or an unexplained system adjustment is not closure.

9 On-site completion check

Use the relevant block before submitting a request, signing a delivery, sending Digital Delivery or accepting closure.

BEFORE SUBMISSION

- Correct entity, store, Vento code, item, specification, quantity and UOM.
- QOH, open orders, inbound, movement, budget and required date checked.
- Correct route, priority, category and status selected.
- Event, project, technical, quote, approval and exception evidence attached.
- One stock store per request.
- Parent ID and original dates retained for split, substitute or back order.
- Formal submission action completed and status confirmed.

BEFORE RECEIPT / CLOSURE

- Quantity counted/weighed; quality, shelf life, temperature and condition checked.
- Differences recorded before two-person signature and supplier driver.
- Digital Delivery completed within four hours and no later than the same day.
- Invoice matches entity, approved cost, accepted quantity, UOM and VAT.
- ROG/return copy matches the accepted quantity.
- Credit, replacement, return, payment and balance reconcile.
- No open child, DNU, back order, investigation or manual record remains.

TO EVERY VRS AND RHS MANAGED RESORT, AND TO EVERY PERSON WHO FORMS PART OF THIS PROCESS:

This Information Book was never intended to become another document sitting in a folder. It was created to give us clarity, consistency, accountability and confidence in the way we work together.

Our success will not come from one person, one department or one system. It will come from the way we support one another, communicate properly, pay attention to the small details and take ownership of our part in the bigger picture.

In operations, the smallest detail can have the biggest impact. A correct quantity, a complete supporting document, a clear comment, a timely response, or simply taking a few extra minutes to make sure something is right can prevent hours of investigation later. Attention to detail is not about perfection - it is about care, responsibility and respect for the people who depend on the work after us.

I want each Resort to know that ROA is not here only to control a process. We are here to support you, protect the operation, strengthen the business and work alongside you. When something goes wrong, our focus should be on understanding it, correcting it and improving the process together. When something goes well, we should acknowledge the people who made it work.

My hope is that this framework creates a stronger partnership between our Resorts, VRS, RHS, Procurement, NOSA, Finance and ROA - one where accountability is clear, communication is respectful and every person understands the value they bring.

As we move forward, may we continue to work with integrity, humility, diligence and purpose, remembering that the standard we set in the small things ultimately determines the strength of the whole organisation.

“WHATEVER YOU DO, WORK AT IT WITH ALL YOUR HEART, AS WORKING FOR THE LORD.”

- COLOSSIANS 3:23

Thank you for the trust you place in my team and in me. Thank you for the feedback, patience and collaboration that helped shape this process. I genuinely value the relationships we have built across our managed Resorts, and I look forward to seeing what we can accomplish when we continue to work as one team, with one purpose and with excellence in the detail.

JUANITA GROBLER | RETAIL OPS ANALYSIS

