



ROA AUTHORITY & ESCALATION FRAMEWORK

One command chain. Clear departmental authority. No parallel reporting lines.



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2iC | Operational Lead

Arné Hoffman

2iC | Retail Ops Analysis

Operations Lead



G9 | Uni-vision

Juanita Grobler

G9 | Uni-vision

Director | Retail Ops Analysis



G7 | Executive alignment

Lloyd Dreyer

Pillar 2 | Retail Ops Analysis

1. COMMAND & AUTHORITY CHAIN

CLEAR ROLES, DEFINED AUTHORITY, ALIGNED OUTCOMES.

L1	Executive G7 Pillar 2 Uni-vision		Lloyd Dreyer	Enterprise direction, structural, budget and material-risk decisions; unresolved G9 escalation.
L2	Executive G9 Uni-vision Director ROA		Juanita Grobler	Accountable for the full ROA mandate, priorities, people, portfolio risk, delegations and escalation to G7.
L3	2iC Operational Lead		Arné Hoffman	Cross-team operational continuity: NOSA departmental authority; quality control; operational correction; escalates material matters to Juanita; Second in charge.
L4	OAN Departmental Lead		Gázelle Erasmus	OAN allocation, checklist quality, follow-up, capacity and escalation within the approved OAN scope.
L4	Operational Analysis & Assurance ROA		Debbie du Toit	Independent analysis, investigation, evidence challenge and reporting. No imposed staff line-management or final approval authority.
L5	NOSA Resort Management		Richard Henry-Taylor	First-line administrative/query support and approved external entity/warehouse workflow only. Not management; Administrative NOSA department-wide authority.

AUTHORITY RULES

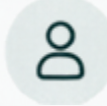


CONTROL BASELINE

Authority follows the approved structure, appointment and written delegation - not title, seniority or informal practice |
Each outcome has one accountable owner. Functional/support relationships do not create a second reporting line |
No role may override another department’s authority without an approved delegation |
Material risk, legal, financial, disciplinary or enterprise matters escalate to the relevant authorised function | G7.



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Each outcome has one accountable owner.

Juanita Grobler:
“Open Phone Policy”



Functional & Support relationships do not create a second reporting line.



No role may override another department’s authority without approved delegation.



Material risk, legal, financial, disciplinary or enterprise matters escalate to the relevant authorised function, lead or G7.

OPEN LINE | Juanita Grobler | My door and my phone remain open.
If you are unsure, need support, or believe a matter requires escalation, please reach out. Early comms helps us resolve issues faster, protect the operation & work better as one team.

ROA DEPARTMENTS & ESCALATION ROUTES

Clear accountability. Defined outputs. Escalation with purpose.

3. ROA DEPARTMENTS & ACCOUNTABLE OWNERS

CLEAR ROLES, DEFINED OUTPUTS - SHARED SUCCESS

HOW ROA OPERATES	WHO OWNS WHAT	WHERE MATTERS ESCALATE
 ROA Management	 Juanita Grobler	ROA Direction Performance
 NOSA National Offsite Stock Administrator	 Arné Hoffman	Focus: Stock control, ROG, internal order review, negative stock, stocktake, operational correction and NOSA quality control. Escalation: Assigned NOSA / Richard for admin support → Arné → Juanita.
 OAN Off-site Administrative NORM	 Gázelle Erasmus	Focus: Operational follow-up, checklist quality, overdue actions, evidence tracking and closure monitoring. Escalation: OAN → Gázelle → Juanita.
 Operational Analysis & Assurance	 Debbie du Toit	Focus: Independent analysis, investigations, dashboards, root-cause review, evidence challenge and management reporting. Escalation: Source owner → Debbie → Juanita for material action.
 Stock & Warehouse Governance	 Arné Hoffman	Focus: Stock exceptions, warehouse controls, transfers, manufacturing, stocktake and stock-related operational intervention. Support: Richard / warehouse support within approved workflow. Escalation: Operational issue → Arné → Juanita.
 ROA Procurement Governance	 Juanita Grobler	Focus: Procurement control framework, governance, escalation, SLA monitoring, exception management and cross-functional accountability. Interfaces: Resorts, NOSA, Agosto, Finance and Systems.
 Commercial / Mercantile Operations	 Fransisca Du Plessis	Accountable: Lloyd Dreyer Alexander Wilcocks Focus: Commercial standards, menus, operational controls, outlet performance, procurement alignment, training and transition governance.
 Systems, Data & Automation Stream Team	 Francois Jordaan	Focus: Requirements, access, UAT, system changes, reporting, automation, incident tracking and controlled implementation. Interface: Systems / Developers / IT support.
 Corporate Governance, Contracts & Insurance	 Juanita Grobler	Accountable for ROA contribution: Juanita Grobler Focus: Submission standards, controlled documentation, action tracking, contracts, insurance evidence and governance escalation.

4. CONTACT ROUTES & ESCALATION

START WITH THE OWNER - RETAIN THE RECORD

ISSUE / REQUEST	FIRST CONTACT / OWNER	ESCALATION & RECORD
Routine sourcing, quote, ETA, back order, substitute, credit or invoice	Allocated Agosto administrator	Lizelle Knoesen Barlow; Oracle Notes and transaction documents.
Project BOQ and Project Smart administration	Vannessa Hutchison vannessa@agusto.co.za	Schalk Nagel for project input; Lizelle for procurement escalation. Retain Project Smart and Oracle references.
NOSA review, ROG, return, negative QOH, UOM or stock	Assigned NOSA; Richard Henry-Taylor for administrative support	Arné Hoffman → Juanita Grobler for escalated matters. Retain Oracle Notes, Vento evidence and exception record.
External supplier IPR, CPO, CGRV or CGRN	stocksupport@retail-ops.co.za and assigned NOSA	Arné → Juanita. One ticket with IPR, CPO, invoice and CGRV/CGRN.
OAN follow-up, resort report or evidence completeness	Gázelle Erasmus OAN Lead	Juanita Grobler; OAN action and evidence register.
FuelSmart void, CDP trend or control analysis	Debbie du Toit Operational Analysis and Assurance	Juanita Grobler; validated analysis and action record.
System access, master data, workflow defect, integration or incident	sendhelp@retail-ops.co.za	System owner → Juanita for material ROA priority → relevant G7; completed form and SendHelp reference.
Finance, VAT, GL, payment, bank or credit reconciliation	Authorised Finance or DFA owner	Finance authority → Juanita or relevant G7 for unresolved cross-team risk; Oracle, invoice, payment and reconciliation evidence.
Safety, fraud, serious misconduct, legal breach or material loss	Arné and Juanita immediately	Relevant executive, Finance, HR/ER, Legal, Security or Internal Audit; protected incident and evidence record.

DIRECTOR ACCOUNTABILITY
Delivery may be designated. Accountability, material risk acceptance, final ROA priority decisions and escalation to G7 remain with the Director unless a written delegation expressly transfers a defined decision and limit.

AGUSTO ADMINISTRATOR ALLOCATION

One allocation route. Clear procurement escalation.

5. ADMINISTRATORS & PORTFOLIOS

USE ALLOCATED ROUTE | CONFIRM CHANGES WITH LIZELLE

ADMINISTRATOR	CHANNEL	PORTFOLIO / REMIT
Danielle Joubert	daniellej@agusto.co.za	Uvongo River Resort; Sandy Place; Kridzil Holiday Flats; Caribbean Estates; Lawandi
Michelle van der Ross	michellevdr@agusto.co.za	Mabalingwe Nature Reserve; Mount Amanzi; Ngwenya Lodge; Sudwala Lodge; Crystal Springs
Louhan Scott	louhans@agusto.co.za	Manzi Monate; Monateng Safari Lodge; Little Eden; Baywater Village; Agri Industrial
Mashe Janse van Rensburg	masher@agusto.co.za	All Commercial entities and orders
Vannessa Hutchison	vannessa@agusto.co.za	Project administration; Project Smart uploads and updates; BOQ quotation support
Lizelle Knoesen Barlow	Via allocated administrator	Agusto Director; procurement escalation and allocation authority. Unlisted resort/shareblock requests route here for assignment.

ALLOCATION & ESCALATION CONTROL

Use the listed administrator for the assigned portfolio. Send unlisted resort or shareblock requests to Lizelle for assignment. Material ROA priorities escalate through Juanita under the authority chain on page 1.

ROA Director: Juanita Grobler | juanitag@retail-ops.co.za | 012 492 1108
System intake: sendhelp@retail-ops.co.za

ALLOCATION CHANGES

Use the contacts above. Send unlisted resorts and allocation changes to Lizelle for assignment.
Retain the relevant Oracle and SendHelp references when escalating.