

## Education & Training:

**Date of Birth:** 26/4/63.

MSc Food Technology

Postgraduate Diploma in Management Studies (DMS)

Postgraduate Certificate in Management Studies (CMS)

BSc Applied Biology

CIEH Certificate in Advanced Food Hygiene

CIEH Professional Trainer Award



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## Areas of Expertise

- Over twenty years experience of management and directorship within SME food businesses in the UK and developing countries, backed by extensive post graduate level business management training.
- Experience includes business growth, management buy outs, incorporation, relocation, liquidation, merger, venture capital injection. Experience of business start ups and development, in cooperatives, limited companies, social firms and NGO's
- Understanding of marketing theory and practice. Experience of brand development and management.
- Understanding of financial management theory and practice.
- Understanding of operations management theory and practice.
- Particular technical understanding of food processing theory and practice includes
- Design and implementation of food quality and safety systems to ISO/BRC standard incorporating HACCP, GMP & SQA.
- Design and implementation of organic and fair trade compliance systems.
- Comprehensive knowledge of food unit operations, and modern food processing techniques and their implementation.
- Wide knowledge and experience of UK food industry, policy and legislation
- Development of organic, fair trade, clean label, sports, dietetic, low fat, high protein, functional processed and semi processed foods to internal or customer brief.
- Design and implementation of microbiological and chemical experiments to support product claims
- Use of statistical quality methods from design and implementation of valid sampling plans to multivariate analysis and statistical process control
- Implementation of techniques for sensory analysis and supporting statistical methods

## Consultancies

2011 Comic Relief. Gebana Afrique, Burkina Faso. Technical and quality system development.  
2011 Safe Bag EC 7<sup>th</sup> Framework program. Plasma disinfection of ready to eat foods.  
2011 DFID. Afghan Pomegranite value chain report.  
2010 Comic Relief. Pakistan. Factory planning.  
2010 Mercy Corps, Charicar / Kabul, Afghanistan. Fair trade raisin program.  
2009-10 Comic Relief. Fair trade conversion Fruits of the Nile Uganda.  
2009 Mountain Fruits, Gilgit, Pakistan. Expansion of fair trade almond and walnut program.  
2009 Mercy Corps, Kabul, Afghanistan. Fair trade raisin program.  
2008-9 Ultraveg EC 7<sup>th</sup> Framework program. Enhancement of fruit drying using ultrasound.  
2007 Bagram Dried Fruit and Beverage Co, Charicar, Afghanistan. Project development, factory planning.  
2007 Mountain Fruits, Pakistan. Fair trade, quality and processing system for fruit & nuts.  
2007 Roots of Peace, Badakshan, Afghanistan. Recommendations for processing site.  
2006 Mercy Corps, Kandahar/Kabul, Afghanistan. Situation analysis and project development.  
2006 Mountain Fruits, Pakistan. Organic, quality and processing systems fruit & nuts.  
2006 Fruits of Hymalaya, India. Recommendations for wild mushroom processing site.  
2005 FON Uganda. Development of quality system.  
2005 Fearless Planet. Ghana. Situation analysis & project development.  
2005 Mountain Fruits, Pakistan. Development of quality system, supplier & ethical audit.  
2004 FON Uganda, Development of layout and product flow plan for new premises.  
2004 NR International, Ghana. Presentations workshops and project development.  
2004 NR International, Zimbabwe. Presentations workshops and project development.  
2004 NR International, India. Presentations workshops and project development.  
2003 Dried Fruit Project, Pakistan. Development of HACCP & SQA  
2002 Dried Fruit Project, Pakistan. Development of GMP  
2002 Commonwealth Secretariat. Investigation of bactericidal and insecticidal properties of tropical oils  
2002 Natural Resources Institute. Co-author Transitioning the Mainstream: Challenges for Small Producers CD-Rom  
2001 DFID Gilgit, Pakistan. Situation analysis, development of factory plan.  
1995-2000 Business Advisor Gleam program Durham University Business School  
1993-1997 Technical Advisor GPS Ltd. Vocational training co-operative  
1986-1987 Business start up and employment within No Fauna Foods Ltd Workers co-operative  
1985-1986 Durham University Business School Graduate Enterprise Program

## Chronology of Work:

### 2001-2011 Fullwell Mill Ltd - Technical Director

Responsibility for new products and process development, quality, new projects, development of partner technical, quality & ethical systems including organic and fair trade compliance. Additionally involved in strategic planning with other members of the board. The business has achieved growth in every year during this period.

Systems to comply with Soil Association Organic Standard, British Retail Consortium Global Standard & Tesco Food Manufacturing Standard were first implemented in 2002, 2004 and 2008 respectively and are all currently held at the highest level.

### 1993-2001 FM Foods Ltd - Managing Director

Co-founded FM Foods to manufacture and market energy and snack bars. The business developed into the niche area of snack bar contract manufacturing in a variety of markets including healthfood, sports, diet, bodybuilding, dietetic and fair-trade. A strategy of co-development with customers led to a very close business relationship with several customers and eventually to a merger with Tropical Wholefoods. During this period I supplemented my business and technical knowledge by completing the taught modules of an MBA and MSc in Food Technology.

RICHARD FRIEND

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#### **1991-1993 Fulwell Mill Bakery - Managing Director**

As the Claremont Cheese Company grew some equity was sold to a venture capital fund. The company was incorporated as Fulwell Mill Bakery Ltd and relocated to larger premises. The capital investment went into purchasing automatic and semi-automatic bakery and packaging equipment. The business grew very rapidly, and two specialist ranges were produced, one of which included the first British energy bar and the other a range of European breads attracted interest from the multiples. Unfortunately the business incurred two large bad debts in quick succession and had to go into voluntary liquidation.

#### **1987-1991 Claremont Cheese Company - Managing Director**

Building on the planning and research from the Graduate Enterprise Program I set up the Claremont Cheese Company to market and manufacture the first British soya cheese. Due to lack of capital for specialist small scale dairy processing equipment, I also developed a range of specialist bakery goods to supply the same markets as the cheese but which required more simple and more readily available craft bakery equipment.

#### **1986 Graduate Enterprise - University of Durham**

After developing a soya based cheese as my final year degree dissertation I was selected for the Graduate Enterprise Program at Durham University Business School. This six month residential scheme was an intensive business education and planning program for graduate business start ups.

#### **Publications**

- Transitioning the Mainstream: Challenges for small food producers CD-ROM on mainstreaming food products (Natural Resources Institute 2002). Co-authored with Adam Brett, Derek Cox, Ian Liddell and Kate Sebag.
- Afghan Pomegranite Value Chain. Report commissioned by the UK Department of International Development. Contributor.

#### **General**

I pursue a range of outdoor sports including climbing, hill walking and mountain biking. I also spend spare time on a local woodland project.