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The Secretary
British Society of Baking
5 Little Marsh Road, Marsh Gibbon
Bicester, Oxon OX27 0AF
Tel/Fax: 01869 277164 Email: bsb@freeuk.com

THE BRITISH SOCIETY OF BAKING
Affiliated to the American Society of Baking

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INSERT PHOTO OF ANDREW POLLARD

Good morning ladies and gentlemen. On behalf of the Executive Committee may I extend a very warm welcome to delegates, sessional chairmen and speakers to our annual conference at Coombe Abbey. For those of you who weren't at the AGM yesterday, I am very pleased to announce that Jim Brown has officially taken the title of Hon Treasurer of the Society, and welcome Jim.

Could I now ask Keith Houliston to read the Society's Creed.

Insert photo of Keith Houliston

The Society's Creed

As a member of the British Society of Baking it is my desire and aim...

To promote the ideals of fellowship, enlightenment and inspiration for which the Society stands.

To endeavour to be free with and to encourage the exchange of information on baking subjects among fellow members.

To encourage the highest standards of training and education within our industry.

To promote the highest possible standards of service and product quality.

To remember at all times that I am concerned with one of the oldest and most honourable of crafts and with the production of one of the most important of all foods.

It gives me great pleasure in introducing today's first Sessional Chairman, a colleague of mine from the ABF Group, Peter Jones started his career with RHM, subsequently moving through various companies to become Managing Director of one of the businesses within Northern Foods and then joined Speedibake about three years ago. I am sure he will do an excellent job as sessional chairman. Ladies and gentlemen Peter Jones.

Sessional Chairman

Peter Jones

Printer *** insert photo of Peter Jones**

Good morning to you all. Our first speaker today stepped in at very short notice and a very big thank you to Mike Bagshaw from Synergy for doing that. I remember many years ago going to see the buying director of what was then Kwiksave and talking about consumers and David Owen at that stage threw the product I was trying to sell him across the desk and said "retailing would be really easy if it wasn't for consumers" and that's really what Mike is going to talk about. He is going to talk about the balance of dealing with changing consumer trends. The fact that consumers want to have it both ways, they want healthy eating as well as no compromise on taste and indulgence. Mike is well versed in being able to do this with information from the UK and USA markets and the impact that will have on us in the baking industry. As a Business Manager for Synergy Mike has helped to strengthen his company's position as a provider of innovative taste solutions for the baking industry. He is a graduate in biotechnology and holds a diploma in business management. He has worked in both the ingredients and packaging sectors of the food industry and for the last then years has had a number of roles from development to commercial. Please welcome Mike Bagshaw.

"Trends in Baking - Can I have my cake and eat it"

Mike Bagshaw

Printer *** insert photo of Mike Bagshaw**

Good Morning Ladies and Gentlemen, here's where we will see if the technology works!

Bakery Trends - cake I have my cake and eat it? A brief introduction to Synergy. We are owned by Carbery, part of an Irish dairy group with the benefit of over 40 years food industry experience with a “farm to fork” approach. We are continually expanding as a business in Ireland, two sites in the UK, two sites in the USA, a site in Brazil and representation in Russia, Thailand, Far East and the Middle East, with a focus on sweet and savoury. Dry blends, paste, yeast extracts, top notes, and extracts, and when we say extracts our site at High Wycombe does things like vanilla extracts so we are taking the beans from Madagascar, Papua New Guinea or India and we will extract them to create extracts. We are well established with core flavours, Ni, naturals, suitable for organics and also organic. We are specialists in natural top notes and we design and market process flavourings. They are probably a bit unique for the bakery industry; they tend to fall mainly in the coating industry where people are looking for slight caramelized and roasted notes. We also have in-house spray drying much to the dislike of the people who live near the factory in High Wycombe, it can be unpleasant. It’s fine if you are spray drying vanilla but if you are doing chicken or prawn or something like that people are not impressed. We also have an integrated range of savoury fillings and mixes and seasons which, for us, help us offer a complete solution and deliver high impact taste.

A quick overview of the bakery market - I’m probably telling you things that you already know. Valued at around £7.6billion projected figures indicate that in the next two to three years this will increase by about 6% and this is in value. In volume it will only increase by about 3% so that that is indicating is that people are spending more money on less products. So that’s credit to everyone in this room and all of us in the industry that we are pushing premiumised products. We are creating a future for ourselves by making premium products. The interesting here is that traditional products such a hot cross buns and teacakes are the largest sector in the market but there are emerging things which I think most people already know, muffins, brioches, croissants and bagels, there’s growth to be had in that area.

If we then look at snacking on the go, it’s been here for years. People still graze, people are time poor, we all are, so we are all pretty much looking for the quick fix. The other thing that comes out as well is the increased preference for perceived healthy concepts. So when I say perceived, something that gives the connotation that it’s perceived, that you’ve got something that’s actually healthy and there is also as a final trend, absorption of foreign tastes. We’ve got a lot more people living in this country bring food with them, bringing things they are interested in. We also travel a lot more so we are actually now starting to experiment and that’s changing our eating habits as well.

If we touch on global consumer trends typically people talk about there being three trends, health, convenience and indulgence. The three circles. People say if you can find a product that sits in the middle it will be the next blockbuster. If only! If only we could find a product! From experience of late we have actually said there are five, and health sits in the middle. When we say health we take a very different view on health and I will come onto that. Just a question to everyone who’s here actually - how many people, just a show of hands, worked on low carb products or the Atkins products when that craze tried to come to the UK? Just a rough idea, how many people believed it would go anywhere? I think we all knew. In the US it was remarkable. At the time I was working in the starch industry and it was incredible change in the US, there was massive growth in fibers and healthy products and we looked at it and thought is this the end of the baking industry, is this really going to roll over because America was going that way. It was on the news and people were worried - but then it didn’t happen here. I think one of the most interesting facts which I didn’t touch on in the last slide was that the cake industry is expected to grow by 11% in the next two years and it’s almost sticking two fingers at the health watchdogs and saying well we are still growing, people are still eating cake. But why are we eating cake, well we want indulgence; we want something that make us happy and that’s why we still buy cake.

So if we come on to these trends and we talk about convenience, the first thing we talk about is healthful indulgence which we come onto with a little bit more detail. The ability to combine a quick fix of intense flavour to satisfy the need for satiety and taste with added and perceived health benefits. So what we also are saying is it's about convenience, about single shots, single serving, making things healthful and indulgent but easy to use. Then low fat and low calorie do come into it, natural, organic, regional sourcing and nutraceuticals. As you can see health is still sat very much in the centre. We talk about sensory and sensory is about giving someone something they really want so when they bite into a product they are like "wow, this is really great".

Increasing consumer wealth, apparently we have a bit more money is leading to premiumisation in foods and a rise in speciality foods. Consumers are seeking bolder and different flavour sensations and what they are saying is that they want something that really delivers; they want to experiment and try new things. There is an increase in gourmet ingredients and artisan products and we have seen a real rise in that of late.

If we then talk about homing, homing is slightly contradictory to sensory because homing is really about the nostalgic retro comforting products. It's often about a safe environment and it's saying that when we are having a bad time at work we do go back to the products that make us feel good, comfort food. Traditional flavours and recipes, things that are homely and wholesome with simple but effective ingredients.

There is one more trend, connectivity and it really encapsulates everything that's here and I think is probably going to be the most relevant trend in the next few years. The reason being is we want to know where our food comes from. There's talk at the moment about food miles, how far is the food product traveling, there's even talk that organic may look at food miles and say it's not an organic product if it's travelled X number of miles. What we are saying here is the three things are tied in; Fair Trade and ethical processes, an honest day's work, supporting the local community are all things that are being looked now at in the food industry.

And coming to the last point, regional heritage and authenticity, there's been a real rise in local produce. I think some of that has come from the modern golden years you could say with Gary Rhodes and Rick Stein, they've gone and reinvigorated Britain and said hey, we've got food to be proud of, we've got really good regional producers and some good products and that is having an impact.

How are these consumer trends being interpreted by restaurants? Restaurants are often at the cutting edge of food, they are often doing things a little bit ahead of time and everyone else tends to catch up. I am just going to pass out a few menus for you to have a look at. These are some menus we have taken from the US and a few from the UK. They are interpretations of things that are going on. If you want to do healthful indulgence, one of the things we have realized at Synergy is these are the things you need to think about doing with products. Say you've got a cake, well think about citrus. Lemon, lime, orange, mandarin, think of Sicilian lemon, Florida orange, a bit of provenance in there. Dark chocolate is emerging as well; there is a health connotation with dark chocolate. Berries, obviously we see blueberry, but I think blackberry is going to become one of the next big super fruits in products. We have also seen asai and gojee. It's very difficult when you manufacture flavours and some says let's do an asai flavour because you don't really know what asai tastes like because you've never seen it before. We've also noticed as well exotic fruits, tea infusions, there's a real rise in green tea, not just in China but pretty much everywhere else. The UK is starting to use it as well. Oats and wholegrains which is why some of us are here obviously as well and seeds.

How do restaurants interpret some of these trends? Well if we talk about Amai in New York, they, take brownies for example, a luscious lychee brownie, the fruit of romance and love. We've got

mandarin dreams, another citrus example, fruit of good fortune. We've got White Peach and Cherry Blossom so they've taken a brownie and twisted it slightly and they have added some exotic elements to it. If we look at cookies, and this is where green tea comes in, a cookie made with Japanese tea and it pairs well with an aromatic Oolong. So they are giving combinations. Then Earl Grey and Currant, Chai Almond to go with chai tea, White Tea and Strawberry, so tea infusions figure quite highly in this menu in New York.

If we take an example in the UK, Kate's Cakes, the interesting here is they say about making things in small batches with the highest quality freshest ingredients to give a luxury taste. What they are doing as well, is apart from having an indulgent theme, they're focusing slightly on health as well. They are talking about granola bars, fruits, nuts and cereals and honey, and one of the things I didn't mention on the previous slide was honey and I think honey is becoming more and more important. We've seen within our business in desserts in particular, that honey is being hailed as the wonder ingredient. You can use it when you don't want to add additional refined sugars. So I think there is a future in there for honey.

Interesting again are fruit flapjacks, again oats, fruits and seeds and you probably look at me and say you're not really telling me anything I don't already know, well I'm trying to I guess, because what we are saying is people are using more and more terms to describe what's already there. They are saying we've got these products; let's tell people what's in them.

If we look at Mugaritz in Spain they're seeking a contrast of temperatures and textures, violet ice cream, almond marzipan, spiced bread, green tea, ripe figs, figs being the important area but also grains and zests. So again citrus, again grains, exotic fruits and green tea.

If we then talk about how these retail trends are being interpreted in the UK and the rest of the world. We are saying, well, in the UK Mister Gorller launched a yoghurt smoothie bite, obviously is viewed as being quite healthy. They have also done a strawberry variety as well. So they've taken the concept something convenient and added some health to it.

If we look at China they have released a Green Tea Cake with added walnuts to it, infused the cake with green tea and gives the connotation of health.

In the US we have Luna Tea Cakes. They have taken things like Berry, Pomegranate, Vanilla Macadamia and Orange Blossom but then talked about the health benefits of tea polyphenols, omega 3 and vitamins. So they are moving that way.

So what does this mean to all of us? What can we do with this? Well we looked at it and said well, vanilla, chocolate, strawberry and lemon, you could argue that blueberry and some other berries are somewhere in there as well, but if we actually talk about what we can do with these, if we talk about these ingredients, we can say well with homing it's about traditional flavour profiles with added freshness. Sensory it's about a variety of intense flavour profiles. Connectivity and trust, it's really about authentic natural flavour profiles with provenance. It's about tapping things like Fair Trade. When we talk about convenience we talk about ease of use, the fact that with a lot of flavours we can do a number of different things. The flavour industry can give you liquids, powders, we can give you extracts, oils, we can give you long flavours, we can give you all the solution or part of the solution.

And just continuing on that what kind of things can you do with vanilla? Well vanilla is a really interesting ingredient. One thing I learned when I came into Synergy and then the baking industry was just how many vanilla and profiles there are. I think we have something like 250 different vanillas in our business. If we talk about vanilla in a bit more detail, things like organic Madagascan extract, so we've got provenance, we've got organic, we've got a story there.

Chocolate's the same. There is a real move towards dark chocolate, different chocolate profiles, higher cocoa content.

We also have the same with strawberries and we've seen this in the dairy industry. The bakery industry is always just slightly behind the dairy industry in emerging trends and we've seen the real desire now for variety so instead of just a strawberry flavour well we want it to actually be the flavour of a particular type of strawberry.

Same again with lemons. Lemon and citrus fruits are very easy to extract the oils so we are able to do a lot more with provenance in those products. Lemon oils such as Sicilian lemon, Spanish winter lemon, things like Florida orange would fit in the citrus category as well,

And then when we talk about cheese ingredients, there is a real push on in the snack industry which we service with our savoury flavours for named cheese powders. Some of the big snack producers Kettle Chips, Frittilo, people like that, they are looking for a story to go on their products, on their premium end products. That does create some problems, trying to source some of these named cheeses. You actually find one and find that the guy has the tiniest farm you've ever seen and you look at the guy and think how are we ever going to get the tonnage we need to put it onto a Kettle chip. Well that does give us some problems and it's not always resolvable.

Just to cover how we see the world of vanilla being one of the most popular flavours around. There is a huge wheel for vanilla. We categorized the taste of vanilla and said there are a number of different profiles and these are them. We've got Madagascan types and profile so we can effectively do extracts but also give you types. We've gone all the way round to Papua New Guinea and Tahitian and they all have slightly different tastes so some are more vanilla custardy, some are quite caramelic, some are quite beany and woody and smokey, particularly Madagascan. So what we are saying here is we can do a lot of different things with vanilla and fine some provenance as well, and that's something I think the flavour industry can really offer the bakery industry.

In summary flavours can enhance the taste and improve the overall profile. They can help you reduce your costs. We all know what's going on at the moment with rising dairy prices, rising wheat prices, as an industry we can help reduce costs. We can help reduce the butter content; we can help reduce milk content in products. Another thing we can do for the future and this comes under health and indulgence is we can help to mask functional ingredients so we can effectively say let's cover that up with some vanillas or masking agents that can help you get added nutrients into products without affecting the taste too much. We can delivery on provenance, not on everything but on quite a few things now and its growing. We can deliver on innovation and provide people with a point of difference. I think the flavour industry has an important role. We are sometimes the signature of the product, if the flavour doesn't deliver, the product won't sell. It's got to taste good to sell and in return that helps drive the rate of sale.

So I guess in summation "can I have my cake and eat it" was the title of this presentation - well yes you can but put some berries in it, put some citrus stuff in it and go for a walk.

Thank you.

INSERT SLIDES FOR MIKE BAGSHAW

"Due to limited space it has only been possible to print a small selection of slides for each speaker. However the full slide presentation will be available to members on the Society Website or by contacting the Secretary"

*Question: George Stevenson, Falkirk
What are nutraceuticals?*

Answer: They are products that when you add them to food do other things such as make your skin good, improve your digestive health. It's a new word that's been developed giving health to you when you eat a product; you are eating to be healthy.

*Question: Sylvia Macdonald, Croydon
Are all your products clean label?*

Answer: In terms of clean label, can you define clean label? As a business we looked at the clean label market and said well really there are three different types of clean label. There is store cupboard which we all know, there's clean deck, i.e. they don't want E numbers but are happy to use things that are non E numbers and then there's kind of cleaner deck where people are saying they want to remove artificial flavours, they want to use natural flavours. To answer your question we do a range, we can do a clean deck if it's needed but there still is a market very much, especially in Europe and the Middle East and Asia where they are not really bothered. They even ask for artificial in some countries so we have a very wide range.

*Question: Andy Pollard, East Yorkshire
Really carrying on from Sylvia's question, flavours traditionally have often been felt that they were not the natural way to add proper flavouring, even through you are doing natural flavours do you find that you have negativity rather than actually developing a flavour from fruits or whatever it be in the actual product itself?*

Answer: We do see that and it was a surprise when I joined Synergy. There are a number of customers that don't want to use flavours or want to try not to but there are some industries that don't have a choice. If you were a fruit prep producer for the yoghurt industry, fruit preps really don't taste of anything unless you put a top note into them, so people really don't have a choice in that area. The drinks industry doesn't. But in terms of bakery we have had that concern and we have had those conversations but one of the interesting things is, we did some work with a customer for Marks & Spencers and when we first started working with them they said we can't really use flavours, we can use extracts, we use vanilla but not natural flavours. So what we actually did show them was with and without and said look this is the difference a small amount of flavour does, put loads of it in. Build the product properly with the right ingredients and then actually put a natural top note in there, just to lift it, and that's how we've done it really. But yes we do face those problems.

*Question: Peter Jones
It seems to me that a view could be that this all a bit elitist really and that we are talking to the As, Bs, maybe C's of the population, do you feel these trends and the consumer demand to be satisfied on all these criteria is going right through the demographic spectrum or is it a bit elitist?*

Answer: I think it probably sits in the top tier at the moment but I think it will trickle down. One of the things when we did this presentation, we did a much larger one and we've done it to some of the people in this room. We did talk about how it affected different parts of society and we did feel it would eventually come along and come down. If you look at the lower classes, if you can use that word, they tend to be more interested in rustic products, like rustic revival type products. They don't have such a focus on the premium indulgence end which I think most of us know but things are moving upwards and people see food as an escape sometimes as well.

Sessional Chairman - could I throw that point open to the floor. Does anybody have a view on that? Is it becoming more mass marketable?

Neill Franklin - I think whatever way you look at it customers want great tasting products and I think that's of the core things we would do at Tesco's to make sure our products always deliver on taste. Looking for new unique ideas that could work, you are constantly in search of inspiration; could some of these ideas work, possibly, how? Anything new like this whether its green tea infused cookie for example its picking exactly the right moment to launch it, because too often you can be too ahead of the curve before the widespread awareness is there. So that's something we would always look at, you can come up with a wild wonderful idea but it's picking it at exactly the right moment to launch. Some of the products we've launched have been a bit too ahead of the curve and its not being afraid to revisit them again I guess.

Mike Bagshaw - I think the interesting thing to add to your point Neil is that sometimes it comes back to tradition with a twist, being able to take a product that is selling well and just move it slightly so you are not losing the audience that have always bought that product. We've seen it with lavender in our business, if you do lavender on its own in a cake you might sell one or two of them but if you do raspberry and lavender you might have a chance of actually moving it along. So it's about tradition with a twist as well.

Question: Andrew Pollard, East Yorkshire

I'm interested to know what sort of additional costs these sort of new innovative and obviously lovely flavours are going to add. Its okay if you've got the product developed, this fantastic offering, but Neil and other multiples are not going to pay an excessive amount of money for them? Can you deliver these products at a reasonable cost?

Answer: Yes it's a difficult question to answer in quite a few ways because the move from artificial flavours to natural is more expensive, just by their very nature. If you take vanilla, NI vanilla is ethol vanillin produced in probably three parts of the world, three factories in the world. We move to natural vanilla, natural vanilla is the yields of vanillin from vanilla are very low so its more expensive and the sources where we can get natural vanillin from, and that's the engine room of vanilla, its what gives vanilla its vanilla taste, they are more expensive. To add to that as well when we look at things like extracts, what we tend to find is on unit price they are very similar to prices of natural flavours but you have to use more of them because they are not quite as strong. My own personal view is that NI flavours really do deliver. The natural stuff is very good, we have a very wide range of natural compounds, we are able to do what we could do with a lot of NI and we are working on it. It takes some creative thinking as well, but it does add some cost unfortunately.

“Crumb Structure Formation in Burger Buns and Soft Rolls”

John Cottrell

Printer **** insert photo of John Cottrell

Formation of Crumb Structure

The theories about what causes poor crumb structure and faults in buns and rolls are legion, with almost every aspect of recipe and process blamed in some part. We began this study by asking a group of bakers for their suggestions as to the causes of common faults and then grouping these into a series of controlled baking experiments in the test bakery at the ADM Milling Technical Centre in Avonmouth. Thousands of buns and several months later we came up with the factors we felt most likely to significantly impact on crumb structure but, in order to confirm our ideas, we needed to be able to measure and quantify crumb structure.

The method used to quantify structure was the C-Cell (SLIDE 3) which captures a digital image of the cut product. The machine's software then allows detailed measurement of bubble size and distribution. We have used the most advanced version of the C-Cell software to study a wide range of baked products (SLIDE 4) at ADM and have now developed it to define good and poor structure

in rolls and buns. Good structure (SLIDE 5) is defined as regular distribution of fine cells whereas poor structure will be open with variable cell size and often exhibiting faults such as weakness under the crust and surface blisters (SLIDE 5).

Baking Experiments

Recipe based theories:

- Flour type was investigated by preparing buns from the complete range of flour strengths from biscuit flour to our strongest bread flour. There was very little effect on the particular faults we studied. The lower protein flours were however of overall poorer quality in terms of appearance score.
- Water level had no effect within the range possible for processing dough.
- Yeast level or activity has the expected effect on proof but is not involved in the formation of structure.
- Sugar level and type had neither a positive nor negative effect on the weakness under the crust or the formation of surface blisters

Dough Development:

- This is affected by both process and recipe and as we will see later is key to the formation of some faults within the structure.

Process based theories:

The ADM test bakery is equipped with a range of mixers from an old Artefex, through several types of spiral mixer to a Nu-Gen high speed mixer equipped with vacuum. We have cabinet provers and a pilot scale Acrivarn reel prover (SLIDE 7), various deck ovens and a Spooner travelling oven. This kit allows us to investigate the production process in some detail.

- Mixing action: a change in mixer type and action is a major influence on crumb structure and this will be discussed in more detail.
- Moulding with a BDM or the rotary moulder had been expected to affect the incidence of blisters but there was no statistically significant difference between these methods.
- Pinning doughs, even to a 3mm thickness, did not impair the crumb structure.
- Proof (humidity and time) had no consistent effect except at extremes when the buns were of unacceptable shape and size.
- Baking profile (temperature, time and rate of heat transfer) had a significant impact on the control of crumb faults and this is discussed further in the next section.

Crumb Structure Faults

The three most significant areas affecting faults in crumb structure have been shown to be;

- Dough development, however it is achieved, is extremely important
- Mixer action / type is key to the way air is incorporated into the dough
- Heat transfer in the oven is a major control factor in the expression of crumb faults.

The formation of crumb structure will be illustrated through a discussion on the formation of two serious faults, blisters on burger buns (SLIDE 8) and holes in rolls.

Holes in rolls can be quantified by calibrating the C-Cell to measure maximum bubble volume and voids having a C-Cell volume in excess of 30 are recognisable as holes. We showed that well developed doughs are more likely to exhibit holes as is shown in the plot of work input against maximum bubble volume (SLIDE 9). This clearly shows an exponential increase in maximum bubble size with increasing work input. Secondly we noted from our experiments that the faster the rate of heat transfer to the rolls the greater the weakness under the crust and the more likely the presence of a hole. However we did not know how or when the holes were formed. We needed to look inside the buns while they were baking and for this we needed the help of CCFRA.

Computed Tomography

CT scanners are used in hospitals to produce three dimensional pictures of organs inside the body from 2D X-rays. CCFRA have designed a prover and oven system which fits inside the scanner which then takes X-ray pictures at set intervals allowing a non destructive monitor of internal structure. These images can then be built into a movie of the complete baking process giving an unparalleled insight into the formation of structure in products during processing.

We hired a mobile scanner (SLIDE 12) which parked outside our test bakery in Avonmouth. We also contracted the process kit and expertise from CCFRA to allow us to investigate our theories. The images obtained from the scanner (SLIDE 14) were processed into a series of still photographs and then converted to moving pictures with animation software. One such animation was used to demonstrate the formation of holes in rolls (SLIDE 15).

- The first image taken 30 seconds after the rolls enter the oven gives no indication of a hole or sign of weakness.
- One minute into the bake the weakness under the crust is apparent and a hole has occurred. This is a completely new feature and the structure evident in the first picture remains intact. The hole is not due to coalescence of existing bubbles or the expansion of an existing void.
- The roll has expanded 15% in the first 30 seconds and then there is only a further 1% increase in volume during the rest of the 8min bake.

This is the first tangible evidence that holes form during baking rather than in the prover. Our work shows that these holes are strongly linked to dough rheology and heat exchange during baking. Holes are extreme examples of weakness under the crust and are most likely to occur in strongly developed doughs. They are not present at the end of proof but are caused by rapid heat transfer from the oven to the product at the start of baking.

Development of Structure

As we have seen the structure is already formed by the end of proof, notwithstanding the weakness that we have seen is caused in the oven. Further, our experiments showed that texture formation is not affected by factors affecting dough development, except where very weak doughs are unable to retain large bubble formation. It becomes evident therefore that the main determinant of structure is not recipe, proof or baking but mixing. The final structure is clearly influenced by mixer type and action and one clear example of this is the well documented effect of applying vacuum to the mixer (SLIDE 18). A finer more controlled structure results. One particular negative associated with a coarse open structure is the formation of surface blisters which are particularly evident in burger buns with their enriched recipe.

C-Cell images (SLIDE 19) suggest that blisters occur when there are large cells evident in the texture of the bun and these occur as blisters when they are close to the surface. This is confirmed by a movie showing the formation of blisters during the complete proof and bake process. Images (SLIDE 20) show that there are already air inclusions in the dough at the end of the moulding process on entry to the prover. We have also shown that these are present directly from the mixer by processing scaled but unmoulded dough pieces. After 30 minutes in the prover the dough pieces have expanded but there is no movement of the structure or coalescence of bubbles. One hole near the surface of the dough piece can clearly be seen to become a blister. At the end of proof we have larger dough pieces with exactly the same structure as when they entered the prover; likewise at the end of the bake.

Small holes created during mixing and moulding are present throughout the structure. There is little mobility during proving and baking. If the holes are close to the surface they become a blister.

The Complete Picture

A unique aspect of this study has been the combination of detailed C-Cell analysis with live action from the CT scanner. We have been able to take exactly the same cut plane from the CT scan and then quantify the structure of the crumb using the C-Cell image (SLIDE 22). For example this has allowed detailed quantification of the size and position of blisters. A scatter diagram of bubble volume plotted against distance from the surface of the bun (SLIDE 23) shows that if a bubble is greater than 1mm from the surface it will not be evident as a blister. The smaller the bubble then the nearer to the surface it needs to be to be observed as a blister.

This amount of detailed knowledge has allowed our customers to improve the textural quality of their products and reduce wastage from faults in the structure.

Summary

There needs to be control of mixing action and dough development to ensure a fine texture. The inclusion of air and the size and quantity of bubbles formed during the mixing and moulding stages set the parameters of the final structure. The rate of heat transfer in the oven can make a big difference to the appearance of faults. If a baker gets it right out of the mixer and controls his oven then he will have good product.

INSERT SLIDES FOR JOHN COTTRELL

“Due to limited space it has only been possible to print a small selection of slides for each speaker. However the full slide presentation will be available to members on the Society Website or by contacting the Secretary ”

*Question: John Kennedy, Maldon
How do you get the perfect dough ?*

Answer: With a lot of luck! It's one thing to know all the things that can and do affect it and another thing to be able to control every single one of them every day in the bakery. All I can give you today are guidelines and those guidelines are - if your product is not how you want it to be, first look at your mixer, and secondly look at how you are baking it. This is what will move you forward into reaching the quality that you want. Remember that your quality is not the same as the baker down the road.

*Question: David Ramsey, Northampton
Is there any affect with different dough temperatures?*

Answer: All the process conditions would have the expected effect that you would know such as on the dough temperature, obviously it's going to be slower in its proof and so on but that in effect will change the overall shape and size but won't change the texture.

*Question: Albert Wood, Dorset
You said John it would not change the texture, but if you worked consistently, and I may have missed it in your slides, under cooler dough, say 21 °, would that not have a benefit on the end texture?*

Answer: Yes in terms of control, but what I'm trying to say is, if you've got an inherent fault that you have already built into it then it will not take it away. You've already built it in. What you can do, obviously the more controlled your process is all the way through, things like lower temperatures help you control the process more, will obviously have an improving effect on the final product, but you are only controlling the potential problems you have built into the dough.

Question: Alan Bent, Haddenham

I seem to recall Peter Pritchard of the then FMBRA describing the main function of fungile families as delaying the temperature when the dough sets and I just wonder if you looked into any of the sophisticated enzymes that are being used now?

Answer: No, we didn't look into the effect of enzymes but I would postulate from what I've already said that while you are absolutely correct in what you are doing about controlling the dough rheology through the process but again it won't change the fact that you already have a problem. It's back to controlling the problem that you have built in.

Question: Andy Pollard, East Yorkshire

Apart from proving David Saxby right and giving Tim Cook an easier life, how exactly have you used all this?

Answer: The main purpose of this work actually is to help with our customers. A lot of work we do in the technical centre is in fact not actually about working on our own flour, on our own products, it's about helping our customers with problems that they have and we've developed quite a range of these sort of sophisticated techniques as much for them as for us and that is probably the main use of the work.

Question: Alan Bent, Haddenham

I think the statement about the textures formed in the dough might need some qualification, probably very correct in the Chorleywood bread process and the effect of vacuums known, certainly the vast majority of hamburgers made in the world are probably coming off horizontal bar mixers, at dough size of 1 tonne, 1.3 tonne, very peculiar process, going through a dough flow unit and there seems to be something different there. It needs qualification that the texture is getting altered in a different way in that process I believe.

Answer: Yes you are correct. One snag one always has with test bakery work is one can never actually totally mimic any given process. However we did use the range of mixers, we don't have a horizontal bar mixer, but we did use our range of mixers. I only used the vacuum example because it is a well documented example and actually gives you a very clear pictorial difference between the effect. It's much more subtle if you try and look at difference of effects between say, and there are differences, two different spiral mixers. You can measure differences between different mixers and we did do that. I said at the start without making a big thing of it, mixer type and action is a key part because it is building that structure right at the beginning and what I said is still true, whichever mixer you are using you do need to get the product right at the mixer, because you are not going to correct it, even going through continuous type of processes on a burger bun, you are not going to correct the dough that came out of that mixer.

Question: George Stevenson, Falkirk

Is what you are saying likely to your customers that in future we can't blame the flour any more?

Answer: thank you very much for that comment; you've got it in one. The most insignificant effect is the flour, despite the fact that it always gets the blame.

Question: Peter Jones

If I could share something from my business, there is the danger of the keen amateur really and when things start to go wrong everybody had a theory about what it is and your points that Ian McEwan now retired technical director from the Group, did point out to me very early on in my rebirth into bread making that it all goes back to the mixer and if its not right at the mixer, but always check that what you think is happening in the mixer is right, so check that the time the mixer is supposedly running for is actually the time that its running for. So go back to first principles.

Your studies suggest that the mixer is really the fundamental problem or potential area for concern, so will you be starting a separate study which is all mixing and trying to give us consistent dough formulation at that stage or do you think it will remain an art?

Answer: The trouble is you then get into engineering which is certainly not my field at all. There has been quite a lot of work at CCFRA using NIR looking at mixing actions, I don't quite understand how it works but you can shine NIR into the mixing bowls and you can measure the way the dough is being developed and the way air is being incorporated and I think they use that in their vacuum pressure mixer that they developed some years back, so they have actually done this. If you wish to look further into the science of mixing I will point you at CCFRA.

Question: Paul Molyneux, Winchester

You said you hadn't looked at the effect of enzymes, have you looked at other things like the emulsifiers and other stuff which obviously have a big effect on bubble stability and what I pay the guy next to me quite a lot of money for supplying to us?

Answer: I'd love to take some Rank Hovis money to look into it. Looking further I suppose Andy might be cast as a customer as well as a supplier, but the answer is not in detail, no we didn't. But I come back to the general principle I mentioned that if you affect the dough rheology then you do affect these products and the emulsifier is obviously a key feature in affecting that dough rheology. That was one of the areas I didn't go into too much detail, but again we did measure using another bit of kit, using a texture analyzer and measuring the rheology of the doughs that we did. But that is key, getting the dough rheology right.

Question: Jim Brown, Cumbernauld

You say you are doing this for your customers, so a customer like George here, I'm sure it would never happen, but actually has a problem with his rolls where he is getting blisters and various other things, has used your flour, what would be your action, would you tell him he has the wrong mixer or he is using the wrong improver, how would you tackle the problem?

Answer: First of all I would make sure he is using the right flour, as supplied by ADM! Then we would send one of our bakers in to sort it out!

Sessional Chairman Peter Jones

Our next speaker, Tom Bridge, who will be carrying out a practical demonstration, is a well known Master Chef, an author with over twenty four books to his credit, consultant to the hotel, restaurant, sandwich and snack industries, the baking industry, and the food industry in general. He works with a lot of well known food companies including bakeries on training, product and brand promotion, NPD, recipes and project advice. And I'm sure you have seen him regularly on TV shows talking and demonstrating his passion for the great British cookery and food industry. If you are sitting where I am and smelling all this delightful stuff I can assure you its fantastic and I believe we are going to get the chance to eat it as well! So we look forward to a passionate presentation from someone with a great knowledge and love for all aspects of food, please welcome Tom Bridge.

“Classic Sandwiches with a Christmas Theme”

Tom Bridge

Printer **** insert photo of Tom Bridge

I want to talk first about the sandwich and snack industry. The sandwich industry, in general basically and the face for the BSA, British Sandwich Association and every year I present a show called “The Taste Experience” which goes out usually round about 2/3 November every year. This year it is on 1 November at Olympia. Basically what happens at the show is that everybody within the food industry that makes cheeses or whatever it may be will actually post it to my address, I have a development kitchen at home, and they will send me all their product and I will create sandwiches, snacks, or something to utilise that product for our industry. I work with a great deal of companies within the realm of the sandwich industry. The sandwich industry alone is worth £3.8billion turnover a year in Britain alone. In Europe its £6.4billion. At the moment I am working with a company in Iran for Iranian Airlines. I have been asked to do some work for a Lithuanian company, and I’m also involved with a company in Belgium at this moment in time. I have been working with Waterfields for about two years now and we have created some fantastic products and won some fantastic awards with the BSA. I don’t know if any of you receive the Sandwich & Snack News magazine but every 2-3 months I will do a write up and story on the new products and recipes that I have put forward.

One of the things I like about this business is that we can come up with ideas and we will share the problem. One of the problems I have been looking at for well over a year is fruit breads. How many bakeries actually make a fruit bread. The fruit bread industry is going to be very big. We have just won an award at Waterfields for our fruit bread with Lancaster cheese and real ale chutney; we won ‘Sandwich of the Year’ at the BSA. But it’s simply because I asked the bakery ‘can you give me a fruit bread’. Something that’s going to compliment some cheese. And not just cheese, we’ve utilised it with gammon, pork and it’s a great wonderful bread for utilisation of those products and it gives that natural sweetness. When you think if you are having a piece of cheese, any cheese, fruit compliments it. It’s that simple.

One of the other things that I wanted to get involved with is the wrap industry because the wrap industry alone is a massive industry and it’s getting bigger and bigger, right throughout Great Britain. Many many companies are coming up with wrap this and wrap that and trying to get away from bread, not as per se, but to literally to give kids healthy eating option and people to take a snack on the hoof. So I came up with some ideas for the wrap industry again which I put forward and at the moment is in development work and obviously some of them are the flavours and people like discovering you can actually buy these wraps, but there are a lot of E numbers in them and you can do what you want with them and that to me isn’t the way forward, the way forward is to take the E numbers out, to put natural, what I call sea salt into it, and to put the natural flavours into something that is going to be healthy. I was talking to someone about how simple it is to actually make one of these wraps and it is a very easy process. It’s not an expensive process either. So why are we not actually making them. Most of these are imported from Germany through the Tex Mex group of companies, so we should, I feel, be making our own because we have got the actual products to make these and they are so simple to put together and very very healthy and good for you.

One of the things I am here to talk about basically is the Christmas market and the Christmas market have some wonderful products in them. One of the things that I do when I do a wrap is I make sure every ingredient can be seen. So you’ve got this marbling aspect of what I do even when I make a sandwich. I make sure there is a marbling aspect running through the sandwich so that it compliments every single bite, and the way I do that is, I’m going to demonstrate, my normal run of the mill wrap, so that you can see how I put these things together and why I put them together this way.

First of all I have a spread which is cream cheese with horseradish running through it and this is going to compliment corned beef. All we are going to do is line the wrap completely all over so when it's folded the cream cheese will hold the wrap together. Next step something but a bit of a crunch, parsnip, beetroot, sweet potato, vegetable crisps. Then cucumber, which is completely deseeded. I always deseed all cucumbers no matter when we use them for the simple reason we don't want that water content going into the actual wrap or sandwich. I still want a line and I want a crunch so I cut it into slices so that the layer comes across and we've got the colour content. And tomato - I don't use the pulp I only use the skin; again I don't want the soginess.

So basically all I'm after is colour, marbling content and once you've got everything in order and you've got your goods lined up this only takes seconds. Then its folded over and slowly and firmly brought together and firm it down. These can be made in advance and can be made 10 - 15 at a time. But when we put it in a wrap it can be served hot or cold, it makes no difference. The actual marbling content, every single thing I do has been broken down so that every time you bite into it you've got a different texture; you've got a different mouthful all the way through the actual wrap itself. I've done this for a few companies, we've created a coronation chicken with crispy bacon bits running through it and we put that into a wrap, and you will notice one thing I have not done today is there is not one piece of mayonnaise on the table. No mayonnaise on the table. I am not mayonnaise at all, I am using other ideas such a chutneys to try and get away from the mayonnaise process so we have a healthy eating content, so when you bite into this you've got something which is far healthier because it is a light cream cheese, but the bite of the horseradish in that cheese is absolutely wonderful. I will slice this up and let a few people taste it and have opinions on it.

I am now going to do another wrap which is completely the opposite of what I've just done. A lot of these ideas I came up with several years ago but some of them are only coming to the fore now. For example the vegetable crisp here I'm trying to get on board away from the major companies that sell them in the supermarkets at £2 for a small bag. We are in a stage at the moment where I'm actually putting them together with different flavours of crisps and we are doing it ourselves so you have this natural flavour.

Christmas Chutney, made by a company called Sardi's, which I utilise for the simple reason that once you've tasted them, there's no E numbers, there's no preservatives, there is absolutely nothing in there except the main ingredients of what should actually go into a chutney, They are boiled, they are brought together, they are reduced and brought down to, what I call the natural pectin termination within the actual sandwich industry. In other words there's no cornflour starches running all the way through or holding it together. It is the natural ingredients that are holding it together.

And the idea of the Christmas collection was that I wanted to do something completely different and present something that nobody else has tasted in a long time, people say I'm sick of turkey, I'm sick of this and that, so this is an alternative to what we are doing together.

Christmas wraps, it's a massive market, it's getting bigger and bigger but the flavours of Christmas are something that is so special and I've coated the whole wrap. Pastrami and ham, different flavours and different colours running through it and a little bit of nutmeg on the ham. You will see the different colours running all the way through. Again at an angle so you can see the colours. And that is quite nice, it doesn't look festive but it certainly tastes festive.

And what I'm looking at here is the importance of the colouring, the marbling effect that's going on and the combination of the flavours. Can we get another one out here.

Could I have the opinions of the people who tasted the last wrap?

“I really like the crunchy bits, but find it slightly dry, but I enjoyed it”.

Usually when I am utilising that I am using as 12” wrap not something that tiny. Because you are using a 12” wrap when you think about it when you go in an inch on either side you are coming up to a 10” and when you get in there you are getting more value for money on the actual wrap.

What I’d like you to do now, if you would taste this, I’ve been utilising this bread, the pumpkin seed bread for the past year and it’s amazing how many people say ‘don’t like it’, ‘don’t like the consistency’, don’t like the way it works’, but I’ve got to tell you that it works so tremendously well. I’ve asked the chefs in the kitchen to toast the pumpkin bread for me and one of the reasons I want to show you the toasted version is because it stays exactly as it is, it will not go soggy, it stays exactly like that. It’s great as a Christmas thing just for canapés and it’s great for things like pate, or finishing it off with prawns, or something really nice and tasty, but if you’ve never tasted this toasted please do so. I would like you to taste the toasted version.

It amazes me how many people sell this product and bakers who utilise it don’t look at other areas that it can be utilised for. When we put it out last year everybody was saying we can only sell it through Halloween, it can only be sold through Halloween. But it doesn’t work like that. It can be sold all the year round, no reason why not because it is a healthy bread. It’s not only a healthy bread but it’s got a fantastic flavour to it, it’s got a unique flavour. I’m very enthused about it for the simple reason I’ve been using it for a year now and I’ve used it at shows right throughout Great Britain and everybody says to me, ‘well where can you get it?’ and I can’t answer them and I should be able to answer them. I should be able to say you can get it here, there and everywhere. If I’m in the north and I’m doing sandwiches, for the companies I work for in the north it’s no problem, people go into the shops and say I’ve tasted that, I like that but we should be able to get this now around all of Great Britain. It’s a wonderful bread that nobody is actually utilising and that’s why I am pleading to you, not on my behalf, but on behalf of the restaurant trade itself, the restaurant trade would love this kind of thing for the pub lunches, sandwiches, toasties and things like that. It’s in your hands to come up and say let’s do something about this and I don’t mind putting together all the recipe ideas that you want me to as long as we come up and say this time next year let’s have this bread everywhere.

Now let’s do something completely different. Spelt and honey bread. Again these are your breads, every time I do a sandwich no matter what kind of sandwich I do, I put a lining of butter on the sandwich for the simple reason that it acts as a barrier. Now I’m going to line one side, turkey, and fine tomato. Anything that’s got a moisture content, no matter what it is, always goes into the middle of the sandwich. Always, so that the meat will act as a barrier and line it so that the sandwich will never go soggy. One of the reasons we do this is so the sandwich will last longer, although we know at the end of the day once that sandwich is finished with, it’s finished with anyway but we try and keep the freshness as fresh as possible all the way through. One of the other things we have in the shops is a fresh pepper mill. There’s nothing nicer than when you walk into a shop to see a pepper mill, and some sea salt or you see a nice bunch of fresh herbs so that when you walk in you can smell those herbs. If you are utilising a basil or a thyme or a rosemary that day in a sandwich, have that on the shelf. Let them have it in the bakery section of the shop where they can actually smell it and see it and the freshness, again it’s all part of the drama of the sandwich shop. And it helps to sell the product. One of my favourite spices of all spices, fivespice. I utilise fivespice in quite a few things. Just a touch of fivespice. Again when making those Christmas sandwiches have those spices at the ready, I utilise nutmeg, I utilise fivespice and cinnamon. I have all three shakers at one time, even in a soup, a nice winter soup, just a little

touch of nutmeg on top of the soup. Its makes a big difference to the product you are putting together.

Now I put the ham like a half moon stage and then tomato filling will go in. Nothing to do with drama it's to do with flavour and seasoning and taste. It doesn't just look nice, it tastes nice and that's what this is about and this honey and spelt makes a fantastic bread, again we've got to utilise it more. We've got to come up with more ideas. I'm actually now working on a summer collection at this moment in time and I know it's going to blow the socks off everybody around us because you've got to be ahead of the game.

An example of one thing, I went to Scotland three weeks ago and I went to a company who was still in the 1980's. It needs to come forward. These companies need to be brought forward into the 21st century. There are a lot out there who still stock to the normal run of the mill chicken and ham sandwich, don't tell you what the chicken is, don't tell you what the ham is. The important thing is in the wording, either free range, Norfolk, York, Ayrshire. If you're in that region utilise what you've got in your region. We utilise in the north what we've got locally. We try our best to use anything that we've got locally. It's so important not to travel thousands of miles for ingredients. You can't help it with buying tomatoes. I adore buying tomatoes but we are bad at growing tomatoes because of our weather. But there's nothing nicer than Italian vine tomatoes. I think that's one of the very few things that I utilise when I am putting sandwiches together. I will always try and use local, or something not thousands of miles away and always try and come up with a twist on it, a signature sandwich, a signature wrap. Utilise the bread to the best of its ability and compliment the bread with what you are actually putting together. I think when you taste this you'll see why I put this main ingredient into the honey and spelt.

Anybody who's not tried anything yet please try this, it is a really nice sandwich.

The one I want to do which I think is a really wonderful idea. Anybody from Lancashire? I'm going to do the Lancaster cheese and the Leerdamer, sometimes we use a bloomer. This is a roasted red onion chutney with just a touch of beer.

Question: Andy Pollard, East Yorkshire

With your most expensive sandwich, what is the labour element?

Answer: Not a lot really.

Question: What's the sandwich you are most proud of?

Answer: The best seller I've ever developed was chocolate rubin and I love a really good quality rubin, it is something that is extra special that we are going to be doing some time next year. I've put it in Sandwich & Snack News in May this year and in the July issues was Marks & Spencer have just developed a fantastic rubin sandwich, I wonder where they got the idea.

The Chairman

Thank you very much Peter. At this point we change our Chairmen. Having had a fairly unique last presentation, I don't think the Society has ever had a presentation to quote as hands on as that, I hope you enjoyed it. It is my pleasure now to introduce Paul Molyneux who was a colleague of mine for many years at Rank Hovis and Paul has worked his way up the ladder in Rank Hovis from Technical Manager to various different positions and is now Technical Director for Premier Bakeries Division, ladies and gentlemen, Paul Molyneux.

Sessional Chairman Paul Molyneux **Printer **** insert photo of Paul Molyneux**

Firstly please ensure your mobiles are switched off. It is my pleasure to introduce Dr Gary Gibbs who made a less conventional route than some of us into the baking industry. He started his career in the pharmaceutical industry in terms of R & D, he moved into the food industry after a short period of time, working for Masterfoods before joining British Bakels in 2005. He comes with all the knowledge of what should and shouldn't be healthy. He is happy to come and talk to us about how to develop and bring his 'healthy' knowledge into bakery products. Please welcome Gary Gibbs.

“Healthy Bakery Products”

Gary Gibbs

Printer ***** insert photo of Gary Gibbs

In this paper I will cover the main UK consumer trends and the focus on the importance of health eating at a national and consumer level. I will briefly summarise the new EU regulations on health claims and their impact. Finally I will look at what healthy options are currently being marketed and what may be areas of growth in the future.

UK Consumer Trends

There are three main consumer trends driving growth within the UK. These are Convenience, Health and Indulgence.

- Convenience is important within the modern way of living as people cram more and more into every day. Consumers today find themselves rushing from, work to the gym and then out for the evening and are willing to pay a premium for convenient and quick food that leaves them more time to spend on other things.
- Indulgence has been on the increase as we have had more disposable income to spend on food. People want to spoil themselves with something special and are willing to (and indeed expect to) pay something extra for the privilege. This can go hand in hand with the last of the consumer trends, Health as more and more consumers start the week with healthy intentions and then spoil themselves at the weekend!
- Health is the final of the main 3 consumer trends. In this paper I will cover how health is receiving focus at government level both internationally and nationally, as well as being important for the consumers themselves. The high level of focus will ensure that this trend maintains a high profile for the medium to long term.

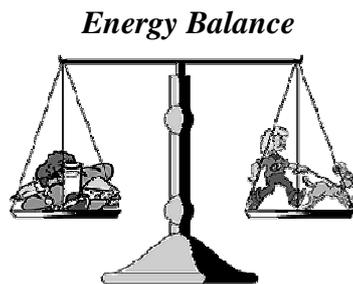
Importance of Healthy Eating

Healthy eating is a major focus for all developed nations. The energy requirement for consumers within the developed world has reduced to the level that it is difficult to eat enough nutrients and not exceed your energy requirements. The UN summarised the problem in 2006 as 'overweight but malnourished'.

- *About 46% of men in England and 32% of women are overweight, and an additional 17% of men and 21% of women are obese*
- *Overweight and obesity increase with age. About 28% of men and 27% of women aged 16-24 are overweight or obese but 76% of men and 68% of women aged 55-64 are overweight or obese*
- *Overweight and obesity are increasing. The percentage of adults who are obese has roughly doubled since the mid-1980's*
- *The prevalence of obesity in children aged under 11 increased from 9.9 percent in 1995 to 13.7*

percent in 2003

- Prevalence has trebled since the 1980s
- Obesity in both adults and children is more common among lower social groups



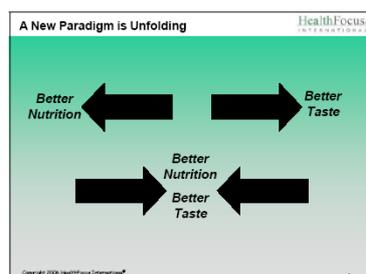
If you eat it.....and don't burn it.....you sit on it!

Costs & Risks of Obesity in UK

- Obesity is responsible for more than 9,000 premature deaths per year in England.
- Obesity is an important risk factor for a number of chronic diseases such as heart disease, stroke, some cancers, and type 2 diabetes
- Obesity accounted for 18 million days of sickness absence and 30,000 premature deaths in 1998.
- On average, each person whose death could be attributed to obesity lost nine years of life.
- Treating obesity costs the NHS at least £½ billion a year.
- The wider costs to the economy in lower productivity and lost output could be a further £2 billion each year.

Consumer survey of healthy eating

The Health Focus International® Trend survey has shown that consumers are also concerned about weight control but also tiredness and stress. Consumers are no longer willing to compromise and now want better nutrition and better taste.



EU Health and Nutrition Claims Regulations

This legislation was introduced 18th January 2007 and covers all commercial communication. Overall good step forward as it ensures health claims are based on sound scientific research. But maybe problematical in interim as the regulation is currently in force but is not backed up by a list of approved claims or nutrition guidelines.

Overview of New Regulations

- Claims only permitted if:
 - Scientific proven effect

- *Nutrient present in significant amount*
- *Nutrient format is active (bio-available)*
- *Average consumer understands it!*
- *Claims are on an approved EU list (still being finalised)*
- *Products must not be unhealthy (traffic light system being developed)*
- *Packaging has nutritional labelling*

Current Healthy Bread Options

Bread is a fundamentally healthy product and is a staple product for millions of people around the world. Against this background it is possible to make further improvements and so provide additional health benefit beyond those intrinsic to white bread.

These products can be split into 3 categories:

Food that does less harm

- **Reduced salt, fat and sugar**
- No additives-clean label
- No trans fats/Non hydrogenated
- **Organic**
- Gluten free

Lifestyle Foods

- *Kids*
- Pregnant, pre/post menopausal
- Aging
- Old
- Young active, sports

Food That Is Good For You

- *Heart, gut or brain health*
- *Enriched (omega 3, vitamins, good bacteria)*
- *Wholemeal, high fibre*
- *Low GI*

Future Trends in Healthy Breads

'Low' is no longer enough

- *Focus on positive benefits not 'low'*
- *Taste remains paramount*
- *Weight control-increase in satiation (Food that keeps you full for longer)*
- *Changing demographics-more older consumers*
- *Lifestyle foods targeting certain areas of the population*

- *Impact of EU regulations will limit claims that are allowed*

INSERT SLIDES FOR G GIBBS

“Due to limited space it has only been possible to print a small selection of slides for each speaker. However the full slide presentation will be available to members on the Society Website or by contacting the Secretary ”

Question: Andy Pollard, East Yorkshire

This is probably a question to the whole audience, not just yourself; I recently went to see my Doctor and he was talking about the level of cholesterol and he said what you should do is avoid everything in a package and everything with a crust on and of course I went absolutely mad with him, but how do we get the message over to start with that all bread is fundamentally healthy and it's a fundamental food product to the nation. My belief and passion is that somehow we need to get this message back over to the public of this country.

Answer: I couldn't agree more, in terms of how we do it, it's a challenge. I don't know if you have seen recently the FSA have released a food plate to try and say you should eat this amount of this product, this amount of this product, it's similar to the old food pyramid and bread is there as a staple, and I think getting that across to the consumer, how we do so, I don't know what more we can do. The FSA has put it in good marketing, good advertising, the simple message; bread is a healthy staple product. It's a good deliverer of many of the nutraceuticals that were mentioned before, those things that are going to have a health benefit. These things that are going to go on this approved EU list, Omega 3, antioxidants, whatever these might be. Because bread is a staple product we eat a lot of it, we eat 600-800 grams of bread a day. There aren't many other products that are pre-packaged, delivered, made that you eat that amount of, so it's a very good delivery method for a lot of these things as well. I think there's a lot of positive, I think there's a future terms of delivering these healthy benefits through bread but it's always hard to get across that all packaged products are unhealthy.

Question: James Astor, High Wycombe

There was a very provocative paper to a previous BSB conference that alleged that bread today is not as healthy as it was given the evolving processing of bread and the evolving milling of flour. It was very provocative and I'm not asking you to repeat the allegation, but would you care to comment on it?

Answer: I don't hold fire with any of that. I firmly believe that bread is a fundamentally healthy product. I actually have personally no issue with any of the E numbers, additives and so on but I can understand where the consumer would come from in terms of seeing these things on the package and not understanding what they do, and going, 'well what is this thing in there'. We've all tried; I mean if you look at most of the packaging of plant bread you will see the way it's described. It'll be put in, it's a preservative to keep mould free, you can cover the legal aspects of what's in your products in a more consumer friendly way and I think that's what a lot of people have tried to get across in terms that these additives are not necessarily bad. No, I don't hold with his viewpoint at all, as I'm sure many people here don't.

Question: Paul Molyneux, High Wycombe

In the early part you talked about global trends, you were saying that whilst we were actually becoming an obese population, we are actually a malnourished population. What role do you think bread had to actually close out that loop if you like?

Answer: I think, I mentioned before, because we eat so much of it, it is a staple. I can see more fortification of bread happening as we go forward. It's an interest that was picked up, the UN mentioned it in 2006 because they could see people's calorific intake is less, the amount of calories they need is less and less therefore you eat less food, and if you eat less food you don't get all your vitamins, all your minerals, all your RDA's, everything you need, so I think in those instances the ones that can carry in bread, obviously vitamin C you can't get from bread, but those that you can carry through in bread I can see fortification and that sort of thing being more positive. Just to give you an example of what underweight and malnourished means, many many nutritionists if you ask them will say they take a multivitamin tablet every day. So those that know are supplementing their diet.

Sessional Chairman

Without further ado I would like to introduce George Stevenson to talk about managing change in a family business. I think continuing on the theme of my introduction this morning which was how does somebody in pharmaceuticals end up in the bread industry, George can beat that because he started his career as a marine geophysicist. Now I don't know what a marine geophysicist does but that's not what George is here to talk about today. What he's here to do is talk about the process of change in a family business and having moved this year into a new 47000 sq ft factory I think George is very well qualified to be able to share his experiences with us. Welcome George Stevenson.

“Managing Change in a Family Business”

George Stevenson

Printer ***** insert photo of George Stevenson

Good Afternoon. The title is Managing Change in the Family Business and some of you might be thinking well, why isn't it just managing change, after all, all businesses are having to change all the time, so what's so special about a family business. Well I hope in the course of the afternoon I will share with you why I put in family business and the specific reasons for it. Just as a clue, in our local paper last week, big front page story, Symes Ironmongers, they've been in the family business in Falkirk for 150 years, very traditional ironmongers, a place you love to go into, if you're a man probably, you could get anything and everything from pre-war days up to the present time, it was a lovely shop. However the news was Symes closing after 150 years, managing director quoted as saying "its market forces". And of course we are all having to deal with the market, but the impression given in the paper was that it's a family business, all family businesses are small businesses and it's those nasty big businesses that are putting all our nice wee family businesses out of business.

The fact that possibly the businesses that were imposing the market forces were once family businesses, and possibly still are has escaped them. So some family businesses like Ikea, Peugeot, Morrisons, you name it, its something they've done right or they've followed the market and they are the ones putting other family businesses out of business. So it's not the fact that it's the big boys against the wee boys, if you are going to succeed anywhere in business you have to follow the market, and clearly Symes hadn't. I remember buying, when I first moved to Falkirk, a saw and it probably cost me £10, and when it got blunt I took it back and they sharpened it for £2. Nowadays you can buy a saw for £5 and if you want it sharpened its £6. Nobody brings in saws to be sharpened. They specialised as saw doctors - they must have seen that coming but they stuck with what they were doing. But there's something behind there that we don't know. Why did they not respond to the market?

So following the market is almost certainly going to involve looking at change and managing that change. So what tools do you need to manage change? Well this is a book called 'The shorter MBA'. Its got chapters and chapters on managing change, its got things like force field analysis,

its got charts, circular diagrams, you name it and its in here, HR policies coming out of your ears to manage change, psychometric tests. It's all the tools apparently that you need to manage change, you can get them at Universities, you can get them at Colleges, and they even teach them in schools. But does it actually have all the tools you need to manage change (in a family business)?

When we moved to this bakery in April 2006 that was a big logistical exercise and it certainly involved a huge change in culture of the people who were moving to that bakery and we used a lot of the tools that are in here, the planning, managing, training people to prepare them for doing that, so yes we used the tools. And yes it's a physical change certainly but it was certainly associated with how we were going to follow the market and we successfully made the change over three weeks.

That was where we moved from, and if I tell you that in 1999 we were in that building, the business was in deep trouble, we certainly couldn't have contemplated any move, we were losing money hand over fist, and really we were beginning to think we had no future.

Now why were we in that position and how have we managed to get to where we are now.

Why we were in that position basically comes down to the fact that we were a family business. So why were we in that business? Family businesses are very successful; I've mentioned a few family businesses already. Now in Scotland 70% of all businesses are family businesses, they are huge employers of the private sector workforce. Many of the largest businesses in Europe are still family businesses and research shows you that either in America or Spain or wherever you care to do the research, you will find that family businesses almost always out perform plc's. The family business model is very very successful and you don't have to dig very deep to understand why, and I heard people talking about it over lunch. The commitment of family, the fact that families don't necessarily look for a return, they are prepared to have patient capital in the business, they go along with no dividends for years, the big thing for them is the survival of the business and pride in the business and so on, and if you've got family committed and working in the business it's a huge strength.

But there is a paradox, if you ask family business owners what they would like to happen to their business, nearly 75% of them say they would like the business to pass on to the next generation, and most of the family members would support that. However if you look at the statistics, how successful are they with that. Well 33% actually manage that transfer to the second generation and around 9-10% make it to the third. So yes, it's a great model and you've got some very successful businesses out there that have made these transitions but you have a hell of a lot that don't. Symes are one and we were very nearly another.

So what is it about family businesses that can sometimes cause grief and chaos? Here's one of them - I love this one and I have to say when I was out in the North Sea doing marine geophysics I knew very little about the baker business in Falkirk, other than I married Margie who's father ran the business, but life on the ocean wave is great if you are single, its not great if you are married and have a family coming, and my father in law sensed that and picked his moment to approach me. And why did that happen, well there's another cartoon - a picture of a family owner looking out the window at his factory and his daughter is beside him. His arm is around her and he is saying 'one day my dear all this will be your brothers'.

Now Jack Mathieson didn't have any sons so he couldn't say that, he put his arm around his daughter and said you can do anything you like dear as long as it's nursing or teaching. A very open minded approach in those days. But Margie was brought up with the business, loved the business, was in it all the time, desperately wanted to go into the business, but that was denied. So

her father's strategy was to wait and see who his daughters married and for some reason I drew the short straw. But for us it was a way of getting back to Scotland, getting out of London, I worked for BP, and a chance to bring our children up in Scotland, and when you're young you don't think too deeply about these things. If I knew then what I know now !!

So what did I find when I came in here? Well, you're young and don't really think too much about it. This next cartoon is perhaps the popular view of what goes on in family businesses, and occasionally you will get that happening and it hits the headlines, there's major fallouts, everyone turns up with their own solicitors and so on. But it's not the norm by any stretch of the imagination. It is far far far more subtle than that. If it was like that at least you could get the problems out in the open and you might be able to resolve them. But in most families by the time you get to the second generation there's skeletons, there's history, there's grievances and so on, but people don't want to split up the family so they tend to just bury things, so things just don't get brought up and that's extremely dangerous.

So what I'm beginning to hint at, there's things going on in family businesses that can cause a lot of problems, certainly branch politics, how to raise things and get decision making, how to resolve conflict, there's certainly issues. But there are some other hidden cancers in there. As I said they are really quite subtle and I would like to just touch on some of these with reference to my experiences.

Divided loyalties is, particularly for Margie, bearing in mind she was really keen on the business. On one hand she saw me coming in and working in the business and taking over as MD as being a way of connecting back into the business, which was the only opportunity for her for she was still teaching and bringing up children. But she was also the daughter of the majority shareholder and as time went on and I started to understand what was going on, see what was happening in the market, trying to get the family to address issues to do with where the market was going, that started to create difficulties. So where did Margie's loyalties lie? That put her under enormous pressure and I would obviously feel that. In other ways, me just coming home from work, if you are coming home from work at a plc and your wife says what did you do at work today? It's like what's the weather like, I did this that and the other, Oh really that's interesting. In a family business when you go home and your wife says what did you do at work? That's dynamite!

To start with I would say we had a meeting today to decide between A B and C and before I could say anything else she'd say, I hope to God you didn't do A. So the next time you come home from work you're a bit wiser - what have you been doing at work today? - not a lot! But of course she speaks to people and finds out actually I was doing something and you come clean, so that gives you another tricky weekend to get through. So from that point on you think its just not worth the hassle, so if there's anything I think is really going to be tricky, we'll just not bother. Now that is very very subtle and I am emphasising it, but when you are in amongst it these are very subtle influences and they are actually dampening down the decision making in the company because of the difficulties of raising it with the family.

There's also respect for the senior generation. If I'm looking at, as I did, coming into the business and my first day at work - I was taken in by my father in law, took me up to the office, says this is Janet, she is now working for you and you are running the office. Me!! What do I know about running the office? That doesn't matter, you are family so you will pick it up, by the way you are also running all the shops. Fine. I thought this is hopeless. Everyone was looking at me and thinking who is this fancy guy from down south. The next day was a Saturday and I went into our main building which is right in the centre of Falkirk, which had a shop and an old fashioned tea room. Very old fashioned. On three floors with the kitchen on the top floor and the nerve centre of this operation was the dumb waiter. Nothing happened in that building unless it was moved by the dumb waiter, and it wasn't an electric one, it was a hand one. So we were paying people to

spend all day moving this because everything that was consumed or washed had to pass up and down these lifts, and all the ingredients had to come up from the basement. And this woman came rushing down the hall, disaster! I said what's wrong? She said the rope's snapped. I said what are you going to do about it? There's nothing we can do about it. What do you mean? Well we normally get the guy from Grangemouth dockyard come up and he splices the rope. Well I said what do you do on a Saturday? She said well it doesn't normally break on a Saturday. I said what will you do? She said we can't do anything, we're snookered. I said no we're not. I ran out down to the library, got a book of knots out. Ran back up and looked up splicing. Spliced the rope, got the thing working and that was it. A stroke of luck. I was now the blue eyed boy because I had sorted this thing.

But I soon realised that I was going to have to make my own way here. I wasn't going to get any training, it was up to me, which was fine and I got on with it. And in the first ten years really grew the shops, developed things and it was very successful. Introduced training and so on. So the business was going well and when that happens the family tend to be fairly quiet because you are doing what they are comfortable with and the business is successful. However when we got to the 90's, back to this restaurant with the dumb waiter. It was unbelievably inefficient. The reason it was so successful was because there was no competition. There was no McDonalds, no Burgerking, no Wimpy, no nothing. If you went into a pub, well women didn't go into pubs anyway, but if you went in a packet of crisps was the limit of the menu. So I could see by the 90's these people were starting to come.

But the family at this point, the older generation, were beginning to lose touch. They had retired but they came up to this restaurant every day for their lunch. So you can imagine me thinking we need to change here, we need to get into faster food catering, mall cafes, what are we doing to do? We need to get rid of this building. But I keep getting told the blood, toil, sweat that went into the older generation acquiring these buildings, building them up, fitting them out. All the history and everything they put into the business is embodied in these buildings. And we sit down at a meeting and I say well look I really want to discuss the future of this building, and this is the building they go for their lunch in every day. I know this is not going to be an easy discussion, and my mother in law, bless her, starts the meeting by saying, over my dead body is this building going to be sold. I'm thinking, (you can think these things that would be a win win, wouldn't it) that's the end of conversation, isn't it. They were building a shopping centre behind this main building and I managed to get in to run the restaurant. We secured the contract to run it. So I thought, right, we'll get in here, set up this restaurant, very successful. Surely now they can see what I'm doing. No. No way. At the time that we did this I needed to borrow against the value of this High Street property, because in the 90's High Street properties were still highly valued. We were right between M & S and Woolworths and there was a lot of demand for High Street property. I desperately wanted to sell it at that point to pay for this investment elsewhere. No.

By the time 1999 came and we were in real trouble and at that point, it was almost forced through, we just had to do it, but the value of that property had dropped from £1.2million to £850,000. Now that's a material impact of just being unable to address what was happening in the market because of the family situation. So you can imagine how delighted the bank manager was when it turned out that this borrowing on the value of £1.2million turned out to be £850,000. So that was a pretty tense meeting, but there were other issues.

Let's just talk about retirement. One of my biggest mistakes was when Jack Mathieson said to me, right when I reach age 65 I will retire. My biggest mistake was I actually believed him. How stupid can you be? But I didn't know any better, I didn't realise that 15 years later he would still be coming in every day. He didn't have a job to come to but he was there every day and he used to come in and see me, just to find out how things were doing. If that could be done in a minute it wouldn't have been too bad, an hour later he would still be there. So just think of an hour a day,

six days a week, for 15 years really doing nothing but respecting your elders. If he hadn't done what he'd done there wouldn't be a business. But I hadn't thought about it, he certainly hadn't thought about how to manage that process through. It can be done but we hadn't thought, it was all too difficult. Because to raise it would have meant we want you out of here, or that's what he thought. We could have found something for him to do, but we didn't.

The Board, when we met, was this a family meeting? Was it a board meeting? Was it a management meeting or are we really here to discuss whether the scones could have been a bit fluffier than they were yesterday. You can guess what the topics were. The soup we had wasn't quite salty enough and that was about the level of debate. If I could ever get something serious on the table like selling the High Street building, or moving into new areas, the chairman, Jack, my father in law would say, oh I wouldn't do that, that's very risky, I don't think that would work, we tried that. And he would go on like that, and at the end of it would say, of course, it's your decision. What ! You made it quite clear that the family do not want this to happen but you want me to take the decision. So again this dead hand of the older generation. So after ten years of that, we were in serious trouble, and I'm looking back now, as to why we were having so many problems, but it was to do with our complete failure to manage the family, to understand how a board operates effectively and it was killing the business.

So to summarise where we were at the end of 1999. We'd lost touch with the market, all this grief trying to wrestle with the restaurants, the shops had stagnated, competition was driving fast past us, Greggs in particular who were very hot on what was happening in the market, so we'd fallen behind and inevitability would be that we were another family business calling in the receivers citing its market forces, the b..... have done it to us again. Because we didn't know any better.

So what actually happened? Why didn't we go into receivership? I hear you asking.

Well I was in despair of course and I thought well, I need help here. I went to see the bank manager and said look we really are toiling here, you've dealt with family businesses all your life, can you help us. He said, there's nothing you can do, that's what happens to family businesses, didn't you know. No. He said, well the first generation starts it; the second generation grows it, and the third generation p..... it against the wall. Pardon. I said what about the fourth generation? So he said, I'll tell you what we can do, we've got a specialist in Glasgow, we'll have a meeting once a month and I'll bring him across. I thought, oh good, they've got a family business expert. First meeting it turned out he was their debt expert. His sole purpose was to check the figures and see whether he was going to pull the plug or not, and we of course were going to pay for this privilege of having this person. Just what you need in a cash flow crisis. So that was a great help.

Our accountants, who were one of the big five, said oh that's what happens to family businesses, not a lot you can do, I would go for a trade sale. You think well the things in chaos, who's going to buy it. So that was a great help.

And our lawyer said, advice, no no we just take instruction. So the lawyers not much use.

Nobody was any use. I went to Scottish Enterprise, they said right we will put in a consultant. The consultant came in, and we had to pay 50% of course. He says well as far as I can see your problem is that you are spending more money that you are taking in. Well that was value for money! Well okay but why? He said your management is crap, particularly the family. You need to demote them, sack them, I don't care, it's your problem, but you've got to get rid of the family and bring in some professional people. I said okay its tricky, well one of them just left and the other family member just stopped talking to me. So there is always an upside. Anyway he recruited the top M & S manager in Scotland and someone from Whitbread, and what was a serious problem became a monumental problem because they just were appalling. They were cogs

in big machines, they did not understand how to manage in a family business and they were disastrous. P..... off the management, staff, suppliers. Suppliers ringing me saying we are not going to deal with you any more, we've dealt with you for 100 years but that's it.

So here I am in the office thinking I've tried everything, what am I going to do? Let's see, what are the options. Well there's suicide, bloody hell that's it. And in a family you are locked in, you are stuck. If you go you're blamed as the man who brought down the family business. It's a horrendous place to be, I can tell you. Then I thought it must be something to do with this family bit and I came across an article I had cut out describing the Centre for Family Enterprise in Glasgow. I rang up the person who had written it, it had been written five years before and he specialised in helping family businesses. He came across the next day and that day changed my life and changed the fortunes of the business.

He was the first person who ever asked me about the board, how it functioned, how it operated, who was on it, what was the ownership situation. The shareholdings, how did we make decisions? How did we agree strategy? And he very very quickly pinned down what I have explained to you. We had stopped making decisions, we didn't know how to get decision making happening. I went go through all the details of how we sorted it, but the important thing for us was to get the board functioning and the recommendation was to bring in a non-family, non-executive chairman, which we did. And that thing alone just transformed the way we'd gone on with the business. The example being if I went home to Margie and she said what did you do at work today? I'd say well we had a board meeting, had to decide between A B and C and before she could say anything, and the board decided A. I'm not saying I agree with that, but that is what the board decided. Oh. And then we could get on with our life.

Now it sounds small and trivial but believe me it was the most unbelievable release for me, and our lives, because you can imagine the stress personally that we were under and it's a great testament to our marriage that we got through all right.

So we basically, very quickly turned the business round and started catching up. We've a long way to go. I'm absolutely sure of that. But what has become clear from it, and I want to quickly share it with you - these are the skills required in general and its all the skills that you get in this, they are available everywhere, MBA's, consultants, schools, the lot, universities. All these types of skills, you need them to run a business and you need them when you are starting up a family business. When you get into the second generation onwards, yes, you need all the other stuff, but there's a whole new suite of skills comes into play. Now they are in this book. There are one or two people in the UK who understand what you need to manage, governance, and structures in family businesses. BDO, Stoy Hayward, Guide to Family Businesses. There is nothing in here that is in here and vice versa, but as you go on you are probably reasonable at this MBA type stuff, but more and more family businesses need the skills that are coming in here and I've listed them down there. The difficulty is, one, they are far more difficult to apply than a lot of the MBA stuff. Most of the professions are clueless about it, so don't expect help from there at the moment and there's very few courses, there's a little going on at Lancaster and something going on at Gloucester, but universities by and large haven't caught on to this yet.

So what is my view, the bank mangers view of what happens to family businesses is just not correct and I think it's a sad reflection of our collective failure to find the solutions because our education system has completely overlooked this material and it's about time that changed.

So for many family businesses, if they want to follow the market and manage change successfully, yes, you've got to learn all the usual techniques, but if you are going to become one of the big boys and grow then I can assure you that unless you address these things at some point you are going to have difficulty.

After what we've learnt I've set up in Scotland an organisation called the Scottish Family Business Association. Initially we set out that this would be a member's organisation, we were going to attract family business companies to join and together we would spread the word, share knowledge and so on. We very quickly realised that this would take forever, 60000 businesses, it just isn't going to happen. When there are actually loads and loads of existing organisations with members that we can work through, because they are not dealing with this, so its not as if we are treading on anyone's toes. So we have changed tack completely, and Mark Young will be pleased to know this because he was one of our founder members, has been asking what has my membership been for, it was only £100, but from now on its going to be free, so he'll be absolutely thrilled about that. We have persuaded Alex Salmon, they have adopted this very quickly as a key strategy within their supporting indigenous businesses strategy, they see where this can really help support that and Alex Salmon is personally going to host a launch at Edinburgh Castle for the key people in Scotland. So it's a very very huge vision. We are going to address the academia, the professions, big task there, but I think the political clout will force them down that road and we will continue to operate as a small organisation in the middle signposting people and helping families in need, and once people are aware of our existence, all the problems come out because believe me many many businesses are suffering in the way we suffered and if we can stop even one of them going through what I had to go through, and Margie had to go through, that will be a tremendous success.

That is it. Managing change in family businesses, yes you need all these but that is what is going to take you through the second and third generation and its understandable that people don't realise it. The owners, it worked for them so why won't it work for the next generation? The tendency is always to try and repeat the previous generation because it worked, but with family businesses and governance and structures it gets very complicated and very tough unless you've got very good skills for managing it, they can bring it down. As the statistics, they are out, and we would like to change that.

INSERT SLIDES FOR GEORGE STEVENSON

“Due to limited space it has only been possible to print a small selection of slides for each speaker. However the full slide presentation will be available to members on the Society Website or by contacting the Secretary ”

Question: Peter Jones, Cheshire

A very enjoyable presentation. I just wanted to ask, in hindsight would you make the same mistakes do you think or with the knowledge that you've got now would you do it very differently, did it need a crisis to really galvanise the situation I suppose?

Answer: Unfortunately it needed a crisis; we could not get the family to face up to impending doom without bringing the crisis to the point that they just had to accept change. Jack stepped down from chairman, forced him to pass on ownership to Margie, but it's a very risky strategy to leave it to the crisis. Our realisation is that we have to start drip feeding this in so it's in all MBA's, all solicitors if they are going to work with family businesses, there should be compulsory modules in their professional things. Just to recognise what's going on even to raise it, because they are the trusted advisors often. Bankers to some extent, accountants definitely, BDO, Stoy Hayward are there but very very few others are really getting into this. We would definitely do it different. What we have in place now, we have a family council that meets quarterly. Donald Mathieson has retired, he is chairman of the family council, he has a job to do, and he's a non-exec director. But it's all very clear, the board's functioning; we are on to a third non-family chairman. If you look to America the research says what's the key thing for success in family businesses in America. No 1 non-executive directors and often chairman. Look at actuality in Scotland or UK, how many family businesses have non-execs on the board and it's tiny. Many of them think it's an admission of failure. Imagine having to bring an outsider in to help you run your business, it's

pathetic, and yet all the evidence says it's a tremendous strength. So we have all these things in place. Our family are now coming into the business; in 1999 you couldn't see them for dust to get out. But you have to work hard to make sure the next generation learn this stuff because it is not readily available.

Sessional Chairman

Moving on I would like to introduce our next speaker who it's my pleasure to introduce, he's been a customer, a colleague, and a customer and pretty consistent through that time generally as the person in charge of technical. During that time we have had some frank discussions about what was required and I appreciate many of those discussions. Without further ado please welcome Neil Franklin who is going to give his view of what Tesco and we in the bakery market should be doing.

“An Overview of Tesco and its Bakery Department”

Neil Franklin

Printer ***** insert photo of Neil Franklin

**FINAL PAPER FOR NEIL FRANKLIN AND QUESTIONS AND ANSWERS TO FOLLOW
ASAP**

INSERT SLIDES FOR NEIL FRANKLIN

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contacting the Secretary ”**

Question:

Answer:

The Chairman

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PHOTOGRAPHS

MEMBERS AND GUESTS ATTENDING THE DINNER AND CONFERENCE

"The British Society of Baking would like to thank the following companies for supporting the publication of this Report"

