

# Dr Stephen Gulliford

**Present position:** Managing Director,  
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A consultant with a Ph.D. in Organic Chemistry and 26 years experience in the food industry (the last 21 years spent in both product development and research with a national food company). Proven technical, project management and innovation skills. Strategic abilities in many areas, including nutrition and the environment.

Achievements:

- Developed leading brands such as LeSnak, Microwave Popcorn and Dunkaroos.
- Improved and extended established brands such as Muesli bars (Fruit Topps, Friesli bars, Chewy & Crunchy variety extensions).
- Identified and developed significant cost savings and process opportunities.
- Instigated strategic nutritional platforms for Uncle Tobys.
- Highlighted environmental issues pertinent to the business.
- Managed microbiological challenge testing for LeSnak.

Smart Foods Consulting Pty Ltd was established November 2007.

## Employment History

**2001 – 2007**

**Principal Scientist, *Uncle Tobys, Rutherglen***

### Responsibilities

- Snacks development focusing on new products & current product support.
- Research and technology covering longer term technical projects in the areas of product safety and improved nutrition.
- Technical management of the LeSnak brand, including key involvement in HACCP management and microbiological challenge testing.
- Value optimisation through reformulation & process improvement
- Providing strategic advice to business teams and senior management via presentations and papers, particularly in the areas of improved nutrition, cost saving, process optimisation projects and environmental/socio-economic change.
- Reviewing scientific journals, patents & popular literature to aid in the forecasting of nutritional and technological trends.
- Maintaining and extending technical and academic networks and alliances to support the business direction.
- Providing technical leadership & support (nutrition, product development and factory trouble shooting).
- Mentoring other Food Technologists in various areas of the business and across a range of projects.
- Assisting in the screening of projects & tasks and development of the Snacks budget.
- Ensuring effective cross-functional communication exists at a planning, management & project team level & that key stakeholders are engaged as appropriate.
- Reporting to the Snacks R & D Manager

### Achievements

- Instigated the introduction of 'healthier' fats (high oleic sunflower oil) in snacks products
- Successfully argued for other nutritional improvements in Snacks. For example the "Food for the Futures" paper 2001 (increased fibre, reduced energy density, reduced portion size, reduced glycemic load) led to the Healthy Anchor company policy in 2005.
- Other nutritional recommendations included mineral supplementation and improved bioavailability (selenium fortification of grain, magnesium, iodine & calcium fortification; potassium chloride replacement of salt).
- Developed significantly cheaper cheese spread formulations and alternative processes (eg continuous UHT cookers) for LeSnak
- Chewy bar, Crunchy bar & Vitabrits process improvements
- Crunchy bar re-launch with improved texture and reduced weight and energy density.
- Highlighted environmental issues and changing demographics that will impact the business ("Future change" paper 2002.)
- Microbiological challenge testing design and implementation

**1989 - 2000**

**Section Leader, *Uncle Tobys, Rutherglen, Vic***

**Responsibilities**

- Project leader covering short and long term development and launch of various products and variants
- Liaising with key stake-holders in production and marketing, ensuring effective operation of cross functional teams.
- Product maintenance and line trouble shooting.
- Coordination of off-site microbiological challenge testing.
- Assisting in equipment selection and design.
- Textural studies (chocolate, processed cheese).
- Reporting to the Snacks R & D Manager
- A food technologist and/or a lab assistant reporting directly to me.

**Achievements**

Developed and launched:

- Chocolate dip - Dunkaroos choc & yoghurt dip varieties (1995)
- Fruit bars and toppings - Fruit Topps (1995) and Yoghurt/Real Fruit 1997)
- Low fat cereal bar - Fruesli (1999)
- Improved nutrition - healthy oils (Sunola) in chewy, Crunchy & breakfast bars (1997) and fat reduction (1999).

Product maintenance and line trouble shooting

- microwave popcorn; processed cheese; chocolate; muesli bars
- Textural studies: chocolate, processed cheese
- Roll Ups improvement

Environment

- Formed UTC Environment committee and newsletter (eg water saving initiatives and company sponsorship of Landcare)

**1988 – 1989**

**Section Leader, *Best Foods, Rutherglen, Vic***

**Responsibilities**

- New product development (formulation and packaging).
- Liaising with key stakeholders in production and marketing ensuring effective operation of cross-functional teams.
- Line commissioning, operator equipment and hygiene safety training.
- Reporting to the R & D Technical Manager
- One lab assistant reporting directly to me.

**Achievements**

- Launch of LeSnak (1988) which, with private label generics, has become a significant Uncle Tobys sub brand.
- Launch of LeSnak and microwave popcorn extensions 1989 onwards
- Roll Ups (extruded fruit leather) trouble shooting.
- Processed cheese process development, equipment selection and textural studies.
- Development of a “what if” costings package.

**1986 – 1987                      Technologist, *Best Foods, Rutherglen, Vic***

**Responsibilities**

- New product development (formulation and packaging).
- Liaising with key stakeholders in production and marketing ensuring effective operation of cross-functional teams.
- Raw material and equipment selection and commissioning.
- Reporting to R & D Technical Manager.

**Achievements**

- Launch of Uncle Tobys Microwave Popcorn (1987) which is delivering significant ongoing returns to the business.

**1981 – 1984 New Products Development Technologist, *Uncle Bens of Australia, Wodonga, Vic***

**1980 – 1981 Company Chemist, *Anchor Foods, Perth, W.A.***

**1978 - 1979 Technical Liaison assistant, *Medical department, Beecham Research International, London***

**1978                      Area Assistant, *Commercial Department, Beecham Research International, London***

**Academic Qualifications**

1979                      Ph.D. Organic chemistry. *Leeds University, UK, "Some aspects of the biosynthesis of phenazine metabolites".*

1974                      B.Sc Hons. First. *Leeds University, UK*

1971                      Advanced level (Chemistry, Physics), *Matthew Boulton Tech, Birmingham, UK*

**Memberships**

Australian Institute of Food Science and Technology (AIFST): Professional member  
American Society for Nutrition (ASN): Associate member

**References available on request**