

## **Fiona Byrns**

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### **SKILLS PROFILE**

Proven track record at a senior management level

Extensive Product Development experience in the Product/Process development

Strategic thinker with great depth of experience and exposure across all areas of business

Business process Development experience from green field sites to revamping existing sites

Project Management skills that have been proven in all areas of business from Technical, Commercial, IT and Engineering. Heading up project teams and controlling project deliverables and costs.

Experience in developing and managing compliance programs related to the following ISO9000, ISO22000, HACCP(including Allergen Management), GMP & OHAS for manufacturing facilities

### **GENERAL CHARACTERISTICS**

(Based on Thomas profile analysis)

- Direct and unemotional communication style.
- Accepts authority comfortably and enjoys problem solving in her specialist area.
- Thrives on challenges and efficiency of operation.
- Works hard and ensures that a project is completed to its logical conclusion.
- May take on too many assignments at the same time.
- Will not easily accept sub-standard work.
- Probing and analytical.
- Will adopt a direct and factual communication style.
- A competent and patient problem solver.
- While sensitive to others' needs, can easily work, or supervise work, with minimal interpersonal contact.
- A good appraiser of performance.

## **WORKING STRENGTHS**

(Based on Thomas profile analysis)

- Works Hard To Achieve Results
- Trouble Shooting
- Reduces Costs
- Solves Problems
- Reflects On New Ideas
- Resourceful
- Analytical And Task Oriented
- Thinks Objectively
- Reflects Patience And Composure
- Well Developed Listening Skills
- Stabilising Influence Within The Organisation And On Its People
- Makes Independent Decisions
- Monitoring And Controlling Activity

## **Personal Information**

Marital Status: Married – 1 Dependant

Health: Excellent

Language Frequency: English & Afrikaans

Schooling: Hottentots Holland High School - Somerset West

Collegiate High Scholl for Girls – Port Elizabeth (Matric)

Tertiary studies: ND in Food Technology

ND in Project Management

ND in Packaging Technology

Allergen Management Workshops

Recruitment selection training

First Aid - Red Cross

Coaching skills - Cadbury's in house

Interactive Management

Models for Management

Presentation Skills

Lateral Thinking

Sensory Evaluation Advanced

ZDS Chocolate training course

Various Food Safety, Food Law, HACCP, Safety courses attended

Computer Literacy: Advanced MS Office including MS Project and MS Visio, SAP R3, Syspro ERP, Adobe Photoshop & Lightroom. Microsoft SharePoint with FrontPage development. WordPress site design and maintenance, Social platforms i.e. Twitter, Pinterest, LinkedIn, Facebook pages (business related)

## **EMPLOYMENT HISTORY**

### **Technical Executive BidFood Technologies (April 2012 – December 2014)**

I was initially employed as a consultant to review the Technical department and the food safety systems. On completion of the project I was offered a full time position as Technical Executive.

#### **Essential Functions**

- Supervision of all quality control operations and systems as well as the food safety programmes for the manufacturing site (3 initially)
- Responsible for Directing, Developing and mentoring quality control staff.
- Managing all product quality control audits, and continuous improvement initiatives.
- Responsible for ensuring compliance with the current regulations as well as meeting the high expectations of customers who we supplied ingredients produced by ourselves to as well as offering a point of technical expertise.
- Ensure that quality and food safety initiatives meet the required industry and regulatory requirements by maintaining the ISO 22 000 standard and incorporating the wet plant into the standard which allowed us only a few months before the dry facilities accreditation was due for review. This was timeously and successfully achieved.
- Develop value added supplier and customer relationships and practices
- Re-engineering of products for cost and efficiency
- Re-engineering of manufacturing processes for cost and improved efficiency

#### **Duties and responsibilities**

- Responsible for supplier review and maintenance of approved supplier list, ingredient specifications, internal audits, product specifications and testing
- Handle critical consumer complaints and requests
- Rationalisation of raw materials
- Determine suitable raw materials
- Manage the maintenance and improvement of the ISO 22 000 and Health and safety systems
- Facilitate and co-ordinate customer audits at the facility, follow up on action plans from audit findings.
- Facilitate and co-ordinate audits at suppliers
- Formulate Customer specific training modules and assessment tools
- Manage department expenditure and budget

- Responsible for the recruitment and department structure to ensure greater service to manufacturing units and external sales departments
- Manage department systems for results recording and maintenance of the COA system
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Accomplishments:

Retained the ISO 22 000 accreditation with the incorporation of the wet plant

Increase external audit ratings each year from external customers including FSA accreditation.

Relocation of wet confectionery plant and commissioning to the Cape Town site from the Johannesburg plant.

Developed together with IT an automated system to capture QC results resulting in the automation of COA's

Project management and control of the relocation and design of the new analytical laboratories from original location to newer location allowing for better efficiency and improved safety and hygiene within the laboratory.

### **Plant Manager Danisco/DuPont (July 2010 – January 2012)**

Responsible for the management and direction of the plant at the Danisco site in Cape Town, South Africa. Accountable for implementing policies, procedures and tactical plans in accordance with the strategy formulated by the division management including the allocation and motivation of resources in the most efficient manner to timeously meet the company goals and objectives. These resources include Production, Quality control and Quality assurance, Maintenance, IT, Office Administration (including HR) Warehouse management (shared with LOGFI – international logistics and finance) and Production planning.

- Reported to Operations Director, based internationally - USA.
- Appointed the 16.2 as per OHAS requirements. To promote a safe working environment and establish the necessary procedures and programs for building a safe work place in close cooperation with divisional operations.
- Ensure that company policies and procedures are followed in all areas and conform to legislative standards. SANS 22000:2005 (ISO22000), Customer specification requirements i.e. Kosher, Halaal, Allergen Management and Occupational health.
- Develop long and short-term plans to meet specific company objectives relating to the divisional strategy. Provide follow up to ensure the plans are adhered to.
- Propose and manage CAPEX program for local funding. To increase efficiencies, Food Safety and adherence to required standards.
- Responsible for providing guidance, counselling and direction for the site staff resources to meet the company goals and objectives.
- Utilize a proactive approach to establish relationships and communicate a commitment to excellence, accountability and 'speed to market'.
- Partner with other Danisco colleagues outside the Division to identify and optimize business opportunities between units.
- Responsible for the local site operations performance including fixed cost budgets/spending, headcount management and capital investment.
- Coordinate and manage the efforts of the operating staff at the local site to ensure proper controls are in place and are routinely followed. Controls include standard operating procedures, product specifications, test methods, safety standards etc.
- Drive operations excellence – this included ownership, accountability, leadership, and support of best practices.
- Ensure system and management procedures to the compliance of local regulations such as (but not limited to) labour laws, food safety and occupational safety are adhered to.
- Promote and establish programs for lean and structured monitoring of product quality in close cooperation with divisional operations (including the divisional coordinator on food safety based in USA & Denmark).
- Ensure the development and optimal usage of Danisco IT systems, particular (but not limited to) SAP. Perform as the local IT support to manage hardware and advise procurement and replacement as well as manage network and server infrastructure with international IT assistance.
- Employee development in conjunction with Human Resource initiatives, (Danisco Dialogue, Danisco Potential and Danisco Spirit). HR Director was based in USA.

- Develop awareness for new and emerging technologies and provide recommendations when applicable and practical.
- Challenge key internal stakeholders on efficiencies as alternatives to the “status quo”.
- Required to have direct contact with customers on complaints and service matters plus all level of company management.

#### **Emphasis areas 2010/2011**

- Project management for the implementation of the SAP R3 project in all disciplines from Finance, Sales, Production, Quality and Logistics.
- Manage and develop the ISO22000 upgrade in accordance with the SANS 22000:2005 standard, with the view to accreditation as FSSC22000 and incorporating elements of ISO14000 and ISO18000
- Assure the compliance of the OHAS ACT and appointed 16.2 on site by updating standards and SOP's to include safety requirements.
- Convert the ribbon blending mixing technology to the Matcon individual Bin technology, allowing for better control of formulation accuracy, allergen management, food Safety, Occupational safety as it promoted a cleaner dust free environment and allowing us greater flexibility in product mix and minimal changeover is requirements so smaller batch runs could be achieved. This however resulting in decommissioning of the ribbon blending technology and having to retrench the temporary staff and assist with finding alternate employment and assistance in finding alternate employment.

*Danisco has been acquired by DuPont and is currently restructuring.*

**(February 2009 – June 2010) Self-employed** as a Projects Co-ordinator consulting to EOH as a project manager for Syspro implementations as well has hardware installations. Serviced a wide variety of customers in the FMCG, Automotive and general manufacturing industries.

- Management of projects to ensure timelines and budgets where meet.
- Provide reports and tracking for billing of consultants assigned to projects
- Assist with project scoping and tendering for new projects
- Function as a liaison between client and consultants to ensure project objectives were meet and following up on progress as per agreed project plans.

Projects included the following:

- Implementation of the MRP and shop floor modules of SYSPRO in a fruit cannery. This included introducing a forecasting system from within the SYSPRO environment allowing for seasonality but allowing sales throughout the year. Ensuring that Food Safety principles of traceability were maintained and that the SYSPRO system could be used to manage these in the case of traceability back to the raw materials and plant utilised.
- Perform the financial split of a company from 1 into 3 different companies to assist with financial control. This required that all current data needed to be remapped and ensure that the GL, AR, AP all balanced. All financial and sales reports had to be rewritten to match the new company structures.
- Version upgrades projects, requiring data migration.
- Development of interfaces between SYSPRO and external data sources to populate data received i.e. sales volumes from retail store, shop floor data from PLC devices.
- New implementations of SYSPRO to sites using no current ERP systems
- Implementation and upgrading of new IT hardware and migration of data.

*Reason for leaving: was headhunted by Danisco to take on role as Plant manager*

#### **Projects Manager, Orley foods (PTY) LTD (March 2008 – February 2009)**

It was recognised that during my employ at Orley I had managed all the major projects from the technical to the construction and including the change management project to convert the existing ERP system to a new system that I take on a role focusing on this aspect of the business as it needed a dedicated project manager.

*Orley foods have recently been sold to the Libstar group and the capital budget was diminished, therefore not requiring full time assistance. I chose to move into my own consultancy and offer project management services.*

### **Operations Manager, Orley foods (PTY) LTD (September 2004 – Feb 2008)**

Head up the Operations Department which consists of the following areas: Manufacturing, Engineering, Logistics, Productivity, Procurement, IT, SHEQ (including Laboratories), Site Services, Safety and Hygiene.

Ensure the Equity and Workplace Skills targets are adhered to by actively promoting staff development and increasing retention of key staff members.

- Maintain appropriate disciplinary standards within Company and Departments within my control
- The appointed 16.2 responsible for Site Safety and Security as defined by the OHS Act.
- Responsible for the efficient manufacture and quality of products through the manufacturing facilities as well as tracking all new technologies and ensuring the smooth implementation of these technologies.
- Control department expenditure and participate in financial decisions on CAPEX acquisitions for company.
- Member of the executive team deciding on strategic directions of the Company.
- Responsible to communicate with the relevant staff organisations and unions (FAWU & THOR) and represent the Company at the CCMA.
- Actively promoting the participation of the Adult Education Programme for the factory employees (ABET)
- Managing the IT department to improve and update the company technologies and infrastructure, managing that the systems in place ensure intellectual property is not compromised and is well guarded thereby offering peace of mind to the numerous multinational companies whose information is stored on the IT systems i.e. recipes.
- Managing the procurement department and improving the sourcing of raw materials and equipment with policy and procedures to ensure not disruption to production keeping costs within the agreed targets.
- Ensuring that the HACCP and ISO systems were maintained and that all audits were successful, be they from the various governing organisations or the customers.
- Participating in policy change and ensuring that all areas of the business is covered by the ISO document management systems

Project management for all capital expenditure projects. These included:

- Design and installation of a sugar panning facility, participated in the specification of plant, sourcing of equipment and supervising installation and construction including the HVAC requirements. Commissioning of the installation and training of operators and ensuring process documentation was developed and utilised.
- The relocation and construction of a new chocolate factory to house some existing equipment and make space for future equipment. All reticulation pipework was redesigned to allow for the flow to the newly designed tank farm. A pigging system was used to prevent cross contamination and ensure Kosher/Halaal and allergen specifications were maintained. This new system was controlled by PLC which was then later linked to the ERP system to monitor production throughput and recipe variances, allowing for better control of variances.
- Management of the acquisitions and installation of newly purchased equipment to increase production capacity and increase product lines, these included new conches, cooling tunnels, depositing lines and packaging equipment.
- The design and implementation of an automation system to allow better control of the reticulation of raw materials in the factory – using the WonderWare suite of programs
- Project manage the design and implementation of a replacement business system. From the tender process to the final design and implementation of system replacing the prior system and the transfer of all data to this new platform, this also included training and supporting users as several new users were introduced to using an ERP system especially at shop floor level. - Syspro

## **R&D Manager, Masterfoods, Cape Town, South Africa (January 2001-July 2004)**

*2001 - 2002 R&D Manager, Commercial manager, IT manager (Confectionery only)*

Defining and developing business process for the following departments, R&D, Commercial, IT and Quality

- Instituting a customer safety control system - e.g. HACCP and a system to ensure that consistent quality is maintained by the manufacturing teams. Including operator training, check lists.
- Instituting a monitoring system for raw materials and finished stock including stock in the trade.
- Appointing of staff in the departments under my control. Was required to be involved in a hands-on basis during the first year as the staff was limited to myself, the analytical chemist and 1 food technologist.
- Setting up an analytical laboratory with the required equipment, Staff and testing procedures as required by the defined business and manufacturing processes to evaluate and assist with maintenance of product quality and compliance.
- Co-ordinating the installation of an IT infrastructure and the procurement of the hardware and software pre SAP installation.
- Designing the IT systems for the technical department and procurement departments to meet the business requirements
- Rationalisation of recipes, processes and raw materials to increase profits in the target markets resulting in more efficient supply chain processes
- Implementing procurement policies and widening the supplier base to ensure cost effective purchasing.
- Setting up New Product Development processes starting with product costings and market perceptions to enable Masterfoods to increase speed to market of new products. Interfacing with the Factory and Engineering Managers thereby ensuring quick turnaround of product to market.
- Responsible for the technical aspects of packaging. Interfacing with the Franchise and Trade Marketing Managers in the development and approval of new and modification to existing packaging.
- Assisting with the design of packaging from concept to final production by overseeing the printing and manufacture of the various raw materials.
- Initiating product and process improvements to ensure cost-effective efficient production. Participated in the commissioning of upgraded equipment and new technologies.
- Giving input to the Factory Manager as regards efficient production and meeting of growth targets.
- Setting up a small library and instituting a periodic academic meeting with the staff to increase industry awareness.
- Assisting with the management of the business in twice-monthly management meetings. Reporting to the Board of Directors on a quarterly basis.
- Reporting to the General Manager.

*2002 – 2004 R&D Manager for site responsible for sugar development, Site hygiene, Food safety, Quality, Setting up new R&D team and systems.*

- Product development/Improvement
- Systems development (Process Development focused)
- Local task team member responsible for installing the SAP system
- Sensory evaluation training and management
- Raw material sourcing and cost saving exercises as well as vendor assurance systems development
- Project management (Product Development focused)

- Responsible for ensuring Food Law principles were followed and keeping abreast of latest developments as well as participating in the national food law community, giving input from an industry perspective
- Department management
- Department financial control
- Participate at a senior management level in decision making
- Reporting to the General Manager

*Reason for leaving – Company economic viability was not stable and the threat of closure was eminent. Was then head hunted by Orley Foods. Masterfoods has since closed the Sugar division in South Africa*

## **R&D Manager, Nabisco, Johannesburg, South Africa (October 1999 - December 2001)**

### *1999 - R&D Manager Confectionery (Confectionery)*

- Product development/Improvement
- Systems development leader to upgrade the ERP current system for the technical and commercial departments – put on hold due to the eminent sale of the business.
- Sensory evaluation programme development and management
- Raw material sourcing and Supplier approval
- Project management (Development focused)
- Food Law adherence and involvement with Consumer Council.
- Department management
- Department financial control
- Participate at a senior management level in decision making

### *2000 - Product Development Manager (All Products)*

- Product development/Improvement
- Systems development (Development focused)
- Sensory evaluation
- Raw material sourcing
- Project management (Development focused)
- Food Law
- Department management
- Department financial control
- Participate at a senior management level in decision making
- Reported to Managing Director

During the final months at Nabisco we participated in a due diligence process as the holding company was being sold internationally and was eventually sold to Kraft. The future of the management team was uncertain and hence we lost many senior members at this time requiring that I assist in various other departments to keep the stability and control till the purchase was finalised.

Projects worked on while at Nabisco included the following:

- Revamping of the Beechies chewing gum line to give the product longer flavour last. To do this we formed part of a pilot team who worked on incorporating a then new sweetener Sucralose. This sweetener is now widely used in many applications in the food industry.
- Rationalisation of product lines in an attempt to minimise the loss of sales by minimising the amount of SKU's and allowing us to focus on the higher volume lines and look at ways of standardising raw materials across the product groups.

*Reason for leaving – head hunted by Masterfoods*

## **Cadbury (PTY) LTD (November 1986 - October 1999)**

### *1992 - 1999 (October) New Product Development Manager - 8years*



- Develop new product lines from conceptualization to launch stage
- Managing the R&D technologists
- Sensory Evaluation program management and development.
- Maintaining and Upgrading the technical department computer hardware and software. Was also responsible for the design and implementation of the required systems
- Team leader for a multi-functional group in developing the SAP system for the company. As a team consisting of the following areas, Finance, Procurement, Manufacturing, Logistics, Sales we were tasked with scoping the current business process and then working with the SAP developers to mimic this in the SAP environment. The project saw us having to plan and conduct a change management program from the older DOS environment to the newer windows environment so emphasis was placed on getting the staff trained and acquainted with the new software and in some areas improved business processes.
- Maintaining the recipe system and costing of new products
- Providing a consumer help line for all customer queries regarding product, the focus was in improving our turn around to the customers and allow us to highlight problem products and stores or stage issues.
- Ensuring all products meet legal requirements both local and international by communicating with all relevant government bodies
- Member of FLAG – Food Law Advisory Group – assisting Department of Health draw up the new food labelling Act
- Commissioning and developing of new product, plant and technologies. Projects included the following:
  - Increasing outputs of the Tempo product as sales doubled our initial forecasted volumes within weeks of launch of product
  - Developing other lines on the newly acquired bar line i.e. Cabrio, Sevens
  - Variants of Snacker
  - Holy moly a panned hollow product
  - Astros, this was the first sugar panned product and included the development from the biscuit to the panning technology to be utilised
  - Installing and developing products for own wafer line to reduce reliance on external supply.
  - Various season lines particularly slab varieties
  - Re development and design of the Milk tray assortment product to increase automation thereby improving quality and improving product offering.
  - When Cadbury acquired the Springer chocolate plant in South West Africa I was tasked with learning the technologies by spending time at the plant and looking at ways of extending the lines and maintaining the handmade aspect of the product.
- Control departmental expenditure and set up budgets
- Reported to Technical Director & initially Technical Process Development Manager

1991 R&D laboratory Administration manager - 1 year

1990 Trainee R&D technologist - 6 months

1988 - 1990 Line Manager – in production (countline) factory approx. 2 years (Management position)

1987 - 1988 Laboratory assistant (Analytical laboratory) - 1 year

Significant milestones while at Cadbury where being chosen to participate in the Accelerated Development Programme and move to India to gain experience prior to returning to my base unit. I never completed this assignment as I moved to Nabisco.

*Reason for leaving – headhunted by Nabisco*