

DISCLAIMER

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Location

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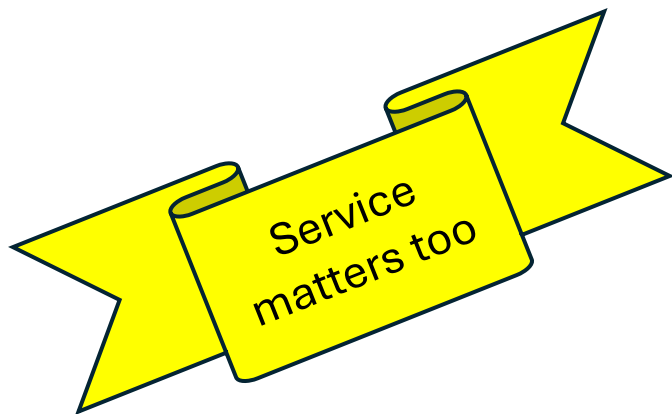
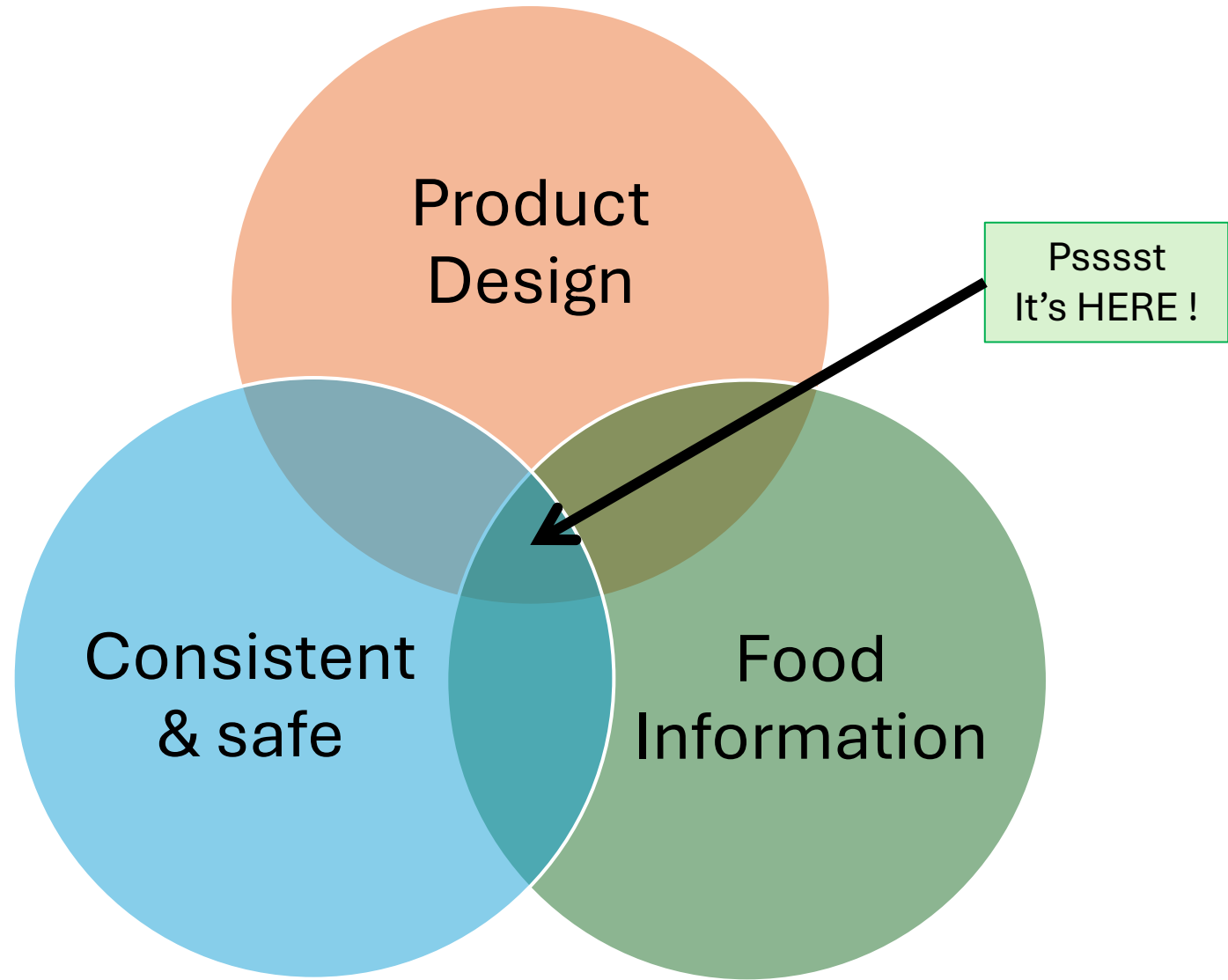
How to make production kitchen profits
without compromising quality

John Foster MBE DL

Managing Director: Fosters Bakery
National President: Craft Bakers Association

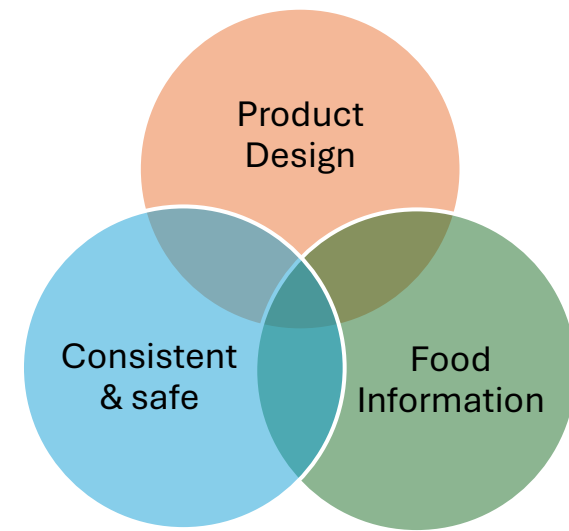


Quality ?



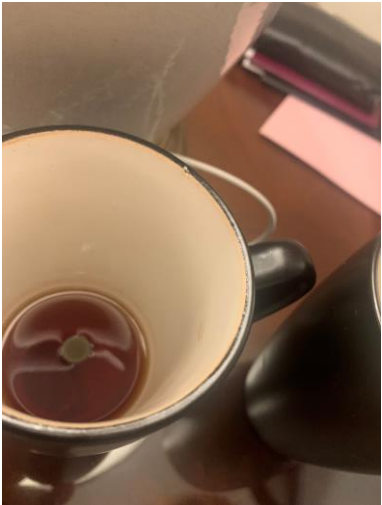
“Big brands are good at not being rubbish”

Rory Sutherland (marketing guru)



Top 5* Dublin Hotel

- Top Hat doormen
- Opulent reception area
- Lavish bedrooms
- Celebrities staying there too
- Impractical bathroom
- No USB ports
- Mouldy cup in room
- Asked about allergens but served me it anyway
- Stuffed me with extra charges to my Credit Card
- Cold plates for breakfast
- Orange juice extra €6.00
- Cost £360 / night



Premier Inn

- Self Check – in
- Minimalistic rooms
- Functional
- Comfy

Hot plates for hot food improves quality

Cost £60 / night



Customers vent their spleens or heap praise on Tripadvisor et al

Product Design



- **Good Design**
 - Looks and tastes good
 - Social Media: food porn and user supplied content
The Flavour Thesaurus - Niki Segnit
 - Portion Size
 - Too large and customers share -
Too small and you are a miser
Golden Ratio 1.618
 - Colour in your counter (too brown & beige)
 - Blocked edge on pies looks factory made not craft made
 - Packaging & Presentation
 - Protect the product; Espouse your values
 - Has a provenance / story (it's worth 30% - Rory Sutherland)
 - Be good at copying (2 Magpies bakery)
 - Use v abuse of intellectual property
(Oreo Cookies, Maltesers, Pepper pig, Marmite, etc)
 - Cross branding (Famous local craft beer)
 - Inspiration from other food sectors



Product Design



- **Good Design**

- Ingredients Selection – access to supplies & knowledge
- Shelf life & conditions. (M&S Apple Pie)
- Appellations
 - Red Tractor, Organic, Regenerative farmed, free range, RSOP, Fair Trade, PGI (protected names)
- Ideas people - avoid Ugly Baby syndrome
- Ultra Processed Food - Lots of different definition
- HFSS (high fat, salt & sugar)
- New FSA Code for out of home eating
- Sourdough
 - **100% v made with v contains v flavoured**
 - Industry Code of Practice
 - Real Bread Campaign – purist bakers ?



<https://www.sustainweb.org/realbread/>



FAIRTRADE
FOUNDATION



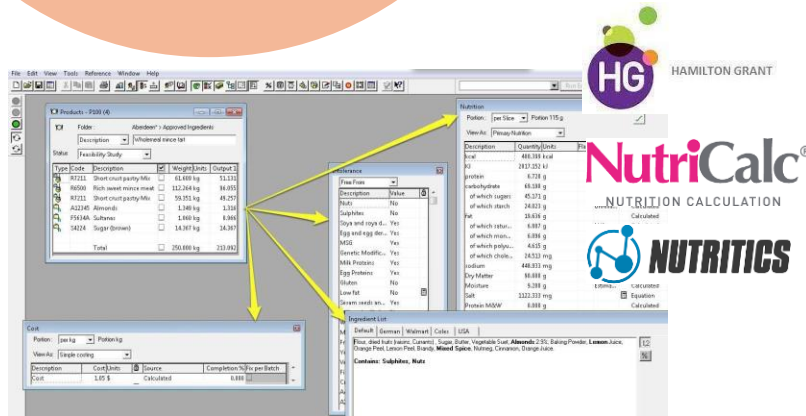
Product Design

Value Engineering - Will this affect quality ?	
Probably	Probably Not
Reducing seeds in seedy bread	Optimised cheaper seed blend
Margarine v Butter	Buy seeds not a blend mix
Cheaper flour for bread (Protein)	Cheaper flour for cake & biscuits
Reducing key ingredient	Free range eggs v eggs (unless it affects your values)
Speed up the process	Better work flows in production space (Lean management)
Repeated micro cheapening	Paying less for non-added value items: power, water, insurance, maintenance contracts, telephones etc.
Inappropriate packaging – <i>must protect AND present product</i>	
Recipe Optimisation - next slide	

Product Design

- **Good Design**

- recipe optimisation by design
 - Software Nutritics, Nutricalc, Hamilton Grant
 - cost / nutrition / allergens / Ingredients listing
 - production efficiency
 - Batch sizes, Multiple SKU's from one recipe, use of freezer.



Retail:
= VAT 20%



Retail
= VAT 0%

- VAT

- Pasty temperature
 - Chocolate on gingerbread (20%)
 - Granola (20%) v Flapjack (0%).
 - Coconut water 20%) v Coconut Milk (0%)

<https://www.gov.uk/guidance/food-products-and-vat-notice-70114>



Product Design



- **Product range**

- Too much choice may confuse customers & slows service.
lowers quality,
- Market Map: build your range by purpose to the customer
 - Indulgence / I deserve this
Brings back memories
Cake tin for home
Pretending to be healthy v Really being healthy (the worried well)
Children's treat
Wow product
Occasions & Seasonality
Something to dunk
- Don't mess with your classics & best sellers
- Allergen Free (be cautious)
 - Gluten Free (20ppm), Lactose, Nuts etc. have lower limits
 - VISIBLE nuts & seeds better than the label? (Pret baguette case)
- Special Diet
 - Vegan, Vegetarian, Halal, Kosher, Low fat, Low Sugar.
Vegan is NOT allergy free
Official allergens are NOT the only allergens



Consistent & safe



Food Safety

- Satisfying local EHO is a bare minimum
Your reputation demands more
- **The BOSS sets the standards**
If you don't wash your hands or wear overalls then it's not important, is it?
- *Hairnets need to cover ALL the hair and ears (or don't bother)*
It's there to prevent hair contamination not to make you look daft
- *Don't smoke in your food overalls*

10 Cs of Food Safety - Section 12. Cust

EXAMPLE CLEANING SCHEDI

Follow man:

AREA OR

Light equip

Work bench

10 Cs of Food Safety for Bakers - Section 13. Forms

Medical Questionnaire

All staff must complete this form prior to starting work in order to help us to manage any potential contamination risks to food. Refer to ILLNESS & INFECTIONS if there are any 'yes' answers.

HAND WASHING

COLOUR CODING

Prevent cross-contamination! Use the correct colour coded boards and knives

RAW MEAT

RAW FISH

VEG TO BE COOKED

COOKED MEATS

WASHED VEG AND FRUIT

2.3. Claims and images

It is an offence to mislead customers about the food you are serving and therefore you should be careful not to make claims that you cannot prove and substantiate. This is not restricted to food labels but also covers communication tools such as posters, flyers, websites, and claims made verbally.

Commonly misdescribed food or ingredients include:

- 'imitation cheese analogue' described as 'cheese' on pizzas
- 'crab' when the product is made from 'crabslicks'
- 'margarine' described as butter - for example, 'bread and butter'

Images on labels and in advertisements, leaflets and on websites can have a powerful effect on prospective purchasers and may have a greater significance than names and other descriptive material.

Food pre-packed on the same site as it is sold (Natasha's Law)

In this section you will find:

- 3.1. [Requirements and exemptions](#)
- 3.2. [Name](#)
- 3.3. [Claims and images](#)
- 3.4. [Ingredients list](#)
- 3.5. [Allergens](#)
- 3.6. [Percentage of meat](#)
- 3.7. [Additives](#)

- Food Safety Management System
Safer Food Better Business, SALSA, BRC Global Food Standard
Craft Bakers Association System
- Allergens (inadvertent contamination)
 - Forwards & Backwards contamination
- Ensure information is accurate
 - Legal Standards such as compositional standards

Consistent & safe

	Lower Skills	Higher Skills
Loyal	Good	Star baker
Disloyal	Harmless	Dangerous

Cutting Cake: Clean the knife after every cut ! – please
Crumby cut cake is as bad as a soggy bottom pie

- **Consistent standard**
- **Quality Assurance v Quality Control**
 - Quality Culture:
 - Foster a proudness in the product and the firm
 - Empower staff to act when it's not right
 - Be forgiving with mistakes – be harsh with ignoring mistakes
 - Don't rely totally on final inspection (**QC ?**)
 - BEWARE: 1 reject = reject - All reject and we send it out.
 - ASSURE quality using systems (**QA**)
 - Worker Skills
 - Training & Discipline
 - Staff Rotation – blame H&S rsi if you need to
 - Tacit knowledge management / sharing skills
 - Knowledge belongs to the firm and the team NOT to any one individual
 - Make videos on how it's done
 - **Production should be a Reliable Machine**
 **not a temperamental horse**

Consistent & safe



P1072

CEREALS CONTAINING
GLUTEN: WHEAT

NO ALLERGENS

VEGAN FRIENDLY

CONTAINS SEGREGATED
PALM OIL

PRODUCT: 1072 Scotch Morning Roll (rice cone topped) 5 x 6				
PRODUCT DESCRIPTION: Unsliced Soft Batched White Bread Roll Topped With Rice Cones				
ISSUE DATE: Tuesday, February 21, 2023				
REASON FOR ISSUE: 02 Returned to live product, full review.				
ISSUED BY: Adam Westnedge				

FINISHED DIMENSIONS:				
	TARGET	+/-	MIN	MAX
BAKED WEIGHT (grams)	70	5	65	75
LENGTH (mm)	10	-10	10	
DIAMETER (mm)	90	10	80	100
HEIGHT (mm)	65	10	55	75
WIDTH (mm)	10		-10	10

PACKAGING:	
SLEEVE	Unsliced
WRAPPING / BAGGING	520mm Film
FILM LENGTH (mm)	335.0
FILM WEIGHT (g)	3.173
UNITS PER PACK	6
CRITICAL CONTROL POINT	METAL DETECTION
CHECK WEIGHING	No Check Weighing Required
CASE	Bloomer 5
TAPE USED	Clear Tape

LABEL (inner pack)	
PRINTING ON FILM	None
LABEL (outer case)	Inkjet
PALLETTISING	Blue Chapp



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CONTAINS SEGREGATED
PALM OIL

PRODUCT: 1072 Scotch Morning Roll (rice cone topped) 5 x 6			
PRODUCT DESCRIPTION: Unsliced Soft Batched White Bread Roll Topped With Rice Cones			
MAKE-UP:			
SCALE WEIGHT (grams)	70	5	65
TOPPING	Rice Cones		
MAXIMUM FINISHES	No Machine Finishes		
GLAZING	No Glaze		
PRE-OPEN FINISHES	None		

FINISHED DIMENSIONS:			
	TARGET	+/-	MIN
BAKED WEIGHT (grams)	70	5	65
LENGTH (mm)	10	-10	10
DIAMETER (mm)	90	10	80
HEIGHT (mm)	65	10	55
WIDTH (mm)	10		-10

PACKAGING:	
SLEEVE	Unsliced
UNITS PER PACK	6
CASE	Bloomer 5
PALLETTISING	Packets Per Layer
	Additional Packs
	Packets Per Case
	Blue Chapp
	Cases Per Layer
	Cases Per Pallet

PRODUCT INFORMATION:	
ALLERGENS	Gluten, Wheat
VEGAN STATUS	Vegan Friendly
PALM OIL STATUS	Contains Segregated Palm Oil
HALAL	Not Halal (Haram)
KOSHER	Not Suitable For A Kosher Diet
CASE TYPE	Bloomer 5 (10 HIGH)
CASE DIMENSIONS	550mm x 280mm x 157mm
NET WEIGHT (kg)	2.028
GROSS WEIGHT (kg)	2.809
PALLETT WEIGHT (kg)	171.000
PALLETT WEIGHT (kg)	200.112
TARIFF CODE:	19 05 90 31 00



P1072

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INGREDIENT:	
100.0%	6.400
56.3%	3.600
1.4%	0.090
1.6%	0.100
2.0%	0.125
0.9%	0.060
3.1%	0.200
3.0%	0.190

TOTAL WEIGHT	
10.765	26.913
0.080	0.080
134.6	336.4
672.8	1009.2
1345.6	



Our Vision:
We want to be your favourite baker

PRODUCT SPECIFICATION	
Date:	22/02/2023
Recipe Code:	P1072
Production:	UNCONTROLLED COPY
Foster's Bakery (International) Limited Tongham, Magdalen, Bury St Edmunds, Suffolk IP19 6AB Telephone: 01286 300777 Fax: 01286 300877	



9328

Quality Attribute Sheet

Product: Prets Mince Pie 2018



Dimensions (Pie)		
	Thickness	Weight
Minimum	N/A	N/A
TARGET	N/A	N/A
Maximum	N/A	N/A

Visual		
TARGET	ACCEPTABLE (MONITOR & REVIEW PROCEDURE)	REJECT
		
Colour	N/A	



9328

Quality Attribute She

Packaging:

Primary: 6 pies per tray, 4 - sided white cardboard tray, Flow wrapped with clear film and heat seal



Label: Case only



Secondary: returnable Basco tray, 18 packs per Basco tray.



- Consistent standard
- Quality Assurance v Quality Control

- Control as much as you can
 - Product size growth (complaints when you correct it)
 - Measure as much as you can (PRET SANDWICHES)
 - Lean manufacture: 5S, Value stream map, SMED
 - Use Colour in documents / tools / systems
 - Written Recipe book
 - QAS with photos – Available and followed
 - Instructions on simple posters
 - Times & Temperatures on ovens
 - Measuring cups (labelled & colour)
- Pre-mixes and freezer
- FRESHNESS
 - Greggs and the pasty tax
 - Little and often – mix your trays (BMW way)
 - 2Gs method (fine tuning only)

Consistent & safe

- **Production**
 - **Upscaling**
 - Deborah Meaden (Dragons Den) quality is lost when upscaled
 - Michelin star restaurants can't upscale (and still maintain quality)
 - Larger batches v more batches
 - Yeasted doughs ferment as you work them off (slower yeast)
Scones may become tough when made in larger batches
Bigger cake batches squash the air out
Bigger may not always mean cheaper
 - Automate with caution - versatility loss
 - DO NOT ASSUME you can just have a bigger machine TEST EVERYTHING
 - Correct equipment – Ovens have a personality
 - Mixers: lots of different types.
 - Pastry brakes, dividers, depositors, blockers, provers, coolers.
 - Air conditioning – flour can cause mould – farm bacteria
(Air replacement with evaporative cooling)
 - Positive Air Pressure (Carbon Monoxide)
 - CONSIDER: space, racks, doorways, storage, temperature, humidity.

Consistent & safe

- **Production**
 - **Upscaling**
 - Ingredients
 - Pack sizes Domestic → Catering → Commercial → Industrial
 - Availability (Jelly Tots scandal)
 - When your head rises above the parapet expect more scrutiny
 - EHO risk base changes, Primary v Home Authority
 - Waste disposal
 - **Handling Waste**
 - Nut Croissants (from today's croissants)
 - Russian Slice (compressed cake crumbs with rum)
 - Brownie topped with brownie chunks
 - Rye crumbs into Rye Bread (essential)
 - Croque Monsieur (old bread)
 - Toast (old bread)
 - Trifle (Cake Crumbs)
 - Tiramisu (with crushed biscuits)
 - Cake toppings (with crushed crumbs)
 - Dough throwback & Rework
 - Home made stuffing (from bread crumb)



Consistent
& safe



- **Waste waste**

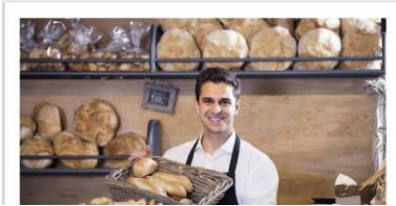
- Feed the homeless & hungry
and make it a feature
FareShare, Trussell Trust, Local Church / food bank
Start your own food bank
- Micro Anaerobic digestion (CBA Have contact details)
makes gas and plant food - per day
11Kg food waste = 4.5 hours gas ring + 22 litres liquid fertilizer
- Feed to animals
No meat
Bread without further processing
Beware flavoured bread - Garlic
Regulations
GET HELP on what's doable



Food Information



Trading Standards
Assured Advice



KFC:

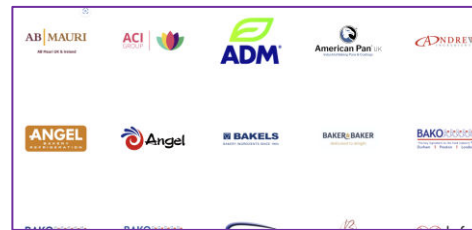
Due to the nature of our secret Original Recipe, we are unable to confirm if a specific herb or spice is used.

Information

- Labelling – nearly every farm shop I see gets this wrong
 - Over labelling
 - Missing essential on a label
 - Misleading claims
 - Incorrect allergen labelling
 - Wrong QUID declaration
 - Alibi labelling
 - Descending order ingredients list
- GET HELP to get it right – such as - Craft Bakers Association
- Provenance / Story:
 - Bacon v Farm Reared Bacon.
 - Seeded Bread v Farmer Dave's favourite seedy bread
 - Ploughman Bill's ploughman bread rolls
- Recipes rarely crucial – We can deconstruct anyway
 - Give your customer the recipe (or publish a recipe book)
- How to hide your recipe if you want to
 - Our secret blend of herbs and spices (in alphabetical order)
 - Don't label enzymes or other processing aids
 - Vegetable Oil, Sugar, Starch
 - Flavourings – (no need to say which brand you use)
 - Make a premix – Done in Secret

YOUR PRODUCT = YOUR Staff Skills x Ingredients x Recipe x YOUR location x YOUR service x YOUR brand

Tell people it's about the recipe but don't fool yourself.



- Food Safety Management System - ready made
- Trading Standards Manual – ready made
- Advice Line & Crisis help
- Primary Authority Bakery Horsham EHO
- Horsham also butchery
- Lobbying on bakery / food / food retailing issues
- Industry Supporters - suppliers of all things for bakers
- Sustainability information
- Encourage students & trainees (Norway internship)
- Best breadmaking book around
- Quarterly magazine
- Savings on equipment maintenance

www.craftbakersassociation.co.uk



£ 425 + VAT



• Craft Bakers Association

- Training
- Events
 - Conference & Business Day (September 2025 London)
 - Marketing
 - What is Ultra Processed Food and do I make it
 - Practical uses for Artificial Intelligence
 - Marketing & PR on a tight budget
 - Making better videos using your phone
 - Masterclass demonstration on a baking technique
 - Managing change & succession in family businesses

- Overseas visits: Germany, Switzerland, Netherlands, France

- Peer to peer and Director help
- Lower cost: Energy, Water charges, Insurance, Laundry, vehicle breakdown cover, mobile phones, credit card fees, + a host of other savings.

- **Employment Law** & HR Systems, Expert helpline, Tribunal Insurance.
- Health & Safety Law**, Systems, Expert Helpline, Fees for Intervention insurance - all included within in the membership fee.
- because people make it all happen

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