

## Sarah Riddle, Director, Northern Light Consulting Ltd.



### AFFILIATIONS & QUALIFICATIONS

ISO9001 Lead Auditor, 2019

Intermediate Food Hygiene Certificate, 2004

Concrete Technology, 1996

BSc (Science with Management Studies), 1995

### EXPERIENCE

24 years

### KEY SKILLS

Extensive knowledge of Food Processing industry

Practical experience of food processing operations

Commercial/Business Strategy

R&D/Innovation

### CAREER HISTORY

2015-Present: Northern Light

2011-2015: Aquascot Ltd. (Commercial Director)

2008-2011: Self-Employed

2004-2008: Scottish Sea Farms (UK Sales Manager)

2002-2004: Marine Harvest (Account Manager)

1999-2000: King Express /King UK (Sales Manager N)

1998-1999: Coca-Cola Schweppes (Regional Sales Manager)

1997-1998: Mars Confectionery (Sales)

1995-1996: ARC Northern Premix (Sales Rep)

Sarah joined NLC as a Director in 2015 and is a specialist in the fish farming and processing industry. She advises and supports fish farmers and processors in several different areas:

- Business Strategy / Procurement
- Sales and Marketing / Business Development
- Processing operations and logistics

Current and past clients include: Kames Trout, Scottish Sea Farms, Visual Foods, Thai Union, Pickenpack/Gelmer, Coast & Glen, Invicta Trout, Trident Seafoods, SAMS/SRSL.

As an ISO9001 Lead Auditor Sarah visits many different aquaculture and fish processing facilities across the supply chain in Scotland, Norway, Iceland and the Faroes, and is up-to-date with best practice, innovation and processing methods.

Sarah also provides Innovation Support workshops to a variety of new start-up and small companies in the food and drink sector on behalf of Scottish Enterprise

### SAMPLE OF EXPERIENCE (Project/Client/Employer, Dates, Responsibilities)

#### Barcaldine Freshwater Hatchery (2017-2018), Scottish Sea Farms

Construction of a new £40M freshwater salmon hatchery in Argyll. Sarah's responsibilities:

- managing electrical contractor, process/aquaculture contractor, client IT team and operational team interface on the complex IT and control systems, to ensure they met requirements and were specified correctly;
- leading the scoping and procurement of a waste treatment system design to minimise the volume of waste produced and treat it effectively; and
- leading the R&D grant funding bid and overseeing the R&D work in the design, commissioning and operation of the facility.

*See Project Case Studies for full details.*

#### New Product Development (2018-Present), Aqua Innovations Ltd

Development of several aquaculture products/technologies to refine the design and take to market. Sarah is responsible for securing grant funding to progress one opportunity and develop a business plan to secure further investment. Involves: securing support from the industry, landowners, potential partners, academics, industry bodies. Sarah's strong stakeholder engagement and business development skills are a key part of its' success.

#### Process Improvement Projects (2017-2019), Scottish Sea Farms Ltd

Delivering several new process improvement and R&D projects including:

- Bulk Bin Process Improvements
- Electro-Stunning
- Aqua Power

*See Project Case Studies for full details.*

#### IN PREVIOUS EMPLOYMENT - Aquascot Ltd, 2011-2015, Commercial Director

Employed by Aquascot, Sarah was responsible for the commercial development and raw material procurement. Managing the dedicated Waitrose business, Sarah worked with industry experts and suppliers to understand future consumer and flavour trends to exceed customer expectation in innovative product development. Sarah's achievements include:

- Growing the business profitably (from £24M to in excess of £36.5M) by understanding consumer needs, routes to market then identifying gaps in product ranges and developing lines to deliver them in ready to cook value added fish;
- Positioning the dedicated supply model of Aquascot and Waitrose, to encompass true category management of ready to cook fish for the business expanding over different core species and consumer offerings. In 2014 alone, Sarah successfully delivered ten new products to the market;
- Redefining the strategic procurement plan to ensure continuity of quality supply