

DAVID S. SMITH, Ph.D.

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- Office: (973) 451-7011 • Email: davidss@verizon.net

A senior R&D Leader with a proven track record of adding significant value in very diverse capacities.

- Visionary leadership to courageously direct R&D organizations to change the way of doing business. Effectively adapted the commitment, interactions and strategic engagement of Packaging for Nabisco/Kraft and of R&D for Chef America. A strong passion for people development enabled successful organizations in a wide variety of highly demanding business and technical environments.
- Recognized accomplishments in Food Packaging, New Product Development, Processing, Quality and in the management of cross functions teams. Employed superior engagement of internal and external technical partnerships and resources in basic sciences to drive innovation, including the implementation of >50 packaging innovations into the marketplace over 4 years.

PROFESSIONAL EXPERIENCE

KRAFT FOODS, (Nabisco 1997-2001), East Hanover, NJ 1997 – 2004

Sr. Director of Operations, Technology & Procurement Snacks Division (2002-2004)

Led the technical efforts that re-energized the important Snacks (Planters) division of Kraft. Responsible for driving the strategies for nutrition, superior crop development and new product development that led to double-digit growth. Technical leadership of the Milk Bone and Handi-Snacks businesses.

- Drove the nut health claim development, FDA approval and business strategies for growth.
- Revolutionary nut packaging to drive quantifiable sales growth and productivity, now in the implementation phase.
- Leveraged technical expertise in productivity programs to fund innovation and in packaging development to grow placement and consumption opportunities through innovation.
- Forged global supplier relationships, creating a leveragable point of difference for Planters through engagement in agricultural aspects of peanuts and cashews to enhance consumer acceptance.

Sr. Director of Packaging Development – East Coast Businesses (1998-2002)

Leadership of Packaging Development for more than ½ of Kraft North America and Kraft Latin America (total staff of 75 engineers).

- Package launches and supplier partnerships led Packaging to become an integral part of the business needs to unquestionably deliver the numbers in the first year of Kraft's status as a publicly traded company and its IPO.
 - Developed key areas of synergy across R&D/Q, focusing on packaging and R&D leadership efforts. This included moving people, projects and expertise across sites and businesses, creating new, highly impactful supplier relationships; and utilizing the larger departmental critical mass for more effective people development.
 - Led commercialization efforts for numerous innovative packaging solutions: clear aseptic flexible pouches, bottle can, flexible packaging solutions for Biscuit, cutting edge confectionary containers, aseptic pudding productivity, and superior structural cookie packaging.

NABISCO, INC.

Sr. Director of Packaging Development (1998-2001)

Packaging leadership position for Nabisco.

- Developed the strategic plan and led the faultless transformation of the entire Nabisco Packaging Development department to a centralized organization.

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- Led the department to deliver flawless execution of all packaging projects within budget. These included: Go-Packs, doy bags and wrapped trays for biscuits and utilization of high impact graphics to provide brand identity and differentiate gum and mints.
- Provided leadership for the entire R&D organization. Headed the company-wide personnel development program for Packaging Engineers.
- Delivered 65% of the R&D organization's productivity dollars (>\$17 million/yr.).

Sr. Director of New Business & Pilot Plant Operations – Nabisco Biscuit (3 weeks)

Sr. Director of Product Development & Quality – Nabisco Tablespreads (1997-1998)

Senior technical position reporting to the Operating Company President.

- Instituted a major departmental restructuring which increased effectiveness of technical groups.
- Implemented a comprehensive QA program for 2 manufacturing plants and 2 copackers.
- Directed the major company initiative to be the first US mover on a nutraceutical spread. Overcame an incredible number of technical hurdles on a breakthrough timeline to develop a cholesterol reducing spread.
- Flawlessly implemented the new Parkay flavor system as part of the overall brand resurgence.
- Led the company to complete the fundamental technical conversion of Fleischmann's brand to "no trans" formulations well ahead of industry requirements utilizing state of the art oil processing technology.
- Coordinated efforts that provided significant productivity savings (>\$3 million) on key packaging structures.
- Realized major staff developmental improvements by leading the Senior Technical Management group in utilizing the newly developed "talent pool" process.
- Led R&D to be a factor in the increased valuation of the business, which maximized the sales price to Con Agra.

CHEF AMERICA, Englewood, CO (Chatsworth, CA)

1990 – 1997

Vice President of Research & Development

CTO for this rapidly growing, frozen food (**HOT POCKETS**) manufacturer (now part of Nestle). Reported directly to the CEO and was an integral part of the leadership of Chef America, contributing to the meteoric **500%** Sales growth achieved during my tenure there.

- Brought a new level of scientific leadership and sophistication and a much stronger technical presence to Chef America. Built a new and significantly larger R&D team with a greater level of technical expertise, both academically and professionally. Instituted a much higher level of R&D involvement in all areas of the company. Highlighted Food Safety as a key company priority.
- Launched 2 MAJOR new products (Croissant Pockets & Pizza Snacks) requiring highly unique equipment development and complex processing line design and development by R&D. Brought numerous new SKU's to market. Implemented formulation and processing improvements for waffles and sandwiches.
- Implemented creative packaging SKU's for retail, Foodservice and Warehouse Club businesses; including an innovative dual carton, corrugated improvements, ovenable printed wrappers and many significant cost reductions.
- Directed Regulatory Affairs. Managed USDA contact for labeling and compliance issues for the company. Revamped the entire labeling program, insuring regulatory compliance at significant savings.
- Initiated a Sensory testing program and co-directed Chef America's Market Research efforts.
- Initiated, developed, established and improved QA programs for the company.
- Provided extensive support for the Food Service division as a critical resource coordinating the R&D group of key accounts (Hardee's, Wendy's, United Airlines, KFC, Taco Bell, etc.).
- Created a Consumer Affairs department, instituting a consumer 800# program and effective methodology to translate consumer complaint information into process deviations or controls for priority resolution by QA & Manufacturing.

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- Established R&D as an integral part of the Process & Project Engineering function for all aspects of manufacturing. Designed process flow requirements, identified unique, highly specialized equipment requirements and implemented plant processes for all new and existing products in both manufacturing facilities.

HUNT-WESSON, Fullerton, CA

1985 – 1990

Section Head

Management of R&D for Food Service business (1989-1990) of >100 SKU's including ice cream toppings, beverages, cheese sauces and fruit for yogurts. New product development of Tomato Products (1985-1989) including HUNT'S MINUTE GOURMET, snacks, BBQ Sauces, Manwich and tomato sauces.

- Directed the 2-year corporate technical efforts (product, process, manufacturing support and line extensions) for the development of Minute Gourmet. **H-W Technical Merit Award** (1989) for the 1st aseptic, particulate sauce in flexible packaging for H-W.
- Launched the first line of LIGHT Ice Cream Toppings in 1990.
- Developed business relationships with the R&D departments of key customers (Dairy Queen & Baskin Robbins).

FRITO-LAY, Dallas, TX

1982 – 1985

Technical Brand Mgr. (1985), **Sr. Research Scientist** (1983-1985), **Research Scientist** (1982-1983)

Responsible for all potato chip brand maintenance, product and process improvements and new product development (O'Grady's, Delta Gold). Developed Stuffers extruded filled snacks. Instituted a unique interdepartmental working relationship with QA and Manufacturing to achieve product and process improvements.

ADDITIONAL INDUSTRY LEADERSHIP

- American Peanut Council & Inter. Tree Nut Council Foundation – Boards of Directors (2002-2004)
- National Peanut Board – Scientific Advisory Council (2002- 2004)
- Center for Creative Leadership – Leadership Development Program (2001)
- Cornell University (1997- present) and Rutgers University (2002– present) Food Science Advisory Boards
- Clemson University Packaging Science Advisory Board (1997 – 2002)
- Packaging Education Forum Board of Directors (1999- 2002)
- Packaging Management Council (PMMI) – founding member
- Columbia School of Business – Executive Education 1999
- NFPA Meat and Poultry Technical Committee, Frozen Foods Committee, Chef America key contact
- Chapman College – Adjunct Professor (Fats & Oils - Graduate level)
- Hebrew National Kosher Foods – consultant (1980 - 1981)

EDUCATION

RUTGERS UNIVERSITY, New Brunswick, NJ

Ph.D., Food Science (Research Assistant), M.Ph., M.S.

CORNELL UNIVERSITY, Ithaca, NY

B.S., Food Science, redacted