



12th Annual

European Manufacturing Strategies Summit & Expo

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7th Annual

American Manufacturing Strategies Summit

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An Interview with:

Mark Carnaghan
General Manager
2 Sisters Food Group



1 Tell us a little-known fact about yourself.

I have always enjoyed history and creative writing and have written articles for Historical Magazines. I have even written a hundred thousand word novel about El Cid although this has gone unpublished due to the birth of my first child and my commitment to making my free time family time. Someday I hope to pick up where I left off...!

"the real prize will be to connect directly with the end consumer"

2 What do you foresee as being the biggest game changers in your industry over the next 5-10 years?

The growth of online groceries will only continue over the next 5 years particularly after Morrisons has made a deal with Amazon to sell its products via its website. Beyond this the real prize will be to connect directly with the end consumer, cutting out all the middle men.

In the manufacturing arena there is significant automation of back end processes in depositing, packaging and palletisation for example. The opportunity of the next 5 to 10 years is breakthrough technologies that would allow the collation, mixing and cooking of ingredients on an affordable, high volume and food safety compliant scale.

There continues to be much talk about the vertical integration of supply chains and the pros and cons of both. Either way it is vital that over the next 5-10 years companies demonstrate a more aligned and collaborative supply chain providing complete transparency in production and transportation from field to fork.

Lastly the much vaunted 4th Industrial Revolution, while a long way off from full realisation within the food industry, offers vast opportunities to manage paperwork, tasks and equipment workload online via intelligent networks which predict activity and remind operators of an overdue audit/check.

3 What advice would you give a younger you?

Concentrate on your own game; don't get distracted about how others are doing and there is no rush to the top. Enjoy the now as the further away from front line management you get the more you miss the closeness that those relationships brought.

4 What are your three biggest challenges on a daily basis?

- Accountability within the shop floor teams – It would be great to see more people taking responsibility for their actions, looking for a better way and pre-empting potential issues.
- Equipment reliability – My current site has suffered from historical under-investment. Since 2SFG has bought Northern Foods this is changing rapidly however there is a lot of work to do to overhaul old equipment and bring the services in line with where we want to be.
- Supporting my team to keep up with the pace – Own label businesses operate at pace and working with M&S is no exception. They expect high standards and are very demanding. Supporting the team through this is an important role of mine and providing the tools and help they need is imperative to winning with M&S.

5 What has been the proudest moment of your career to date?

My proudest moment has to be my successful scoping, organisation and execution of a battlefield tour to the Second World War Battlefield of Monte Casino in 2007. This was a farewell gift from me to the Mortar Platoon which I had the honour of commanding on my last operational tour in Iraq where most of the planning was done. It was a fantastic event blending historical relevance with an opportunity for people to relax and feel rewarded after a difficult 6 months away.

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