



King Arthur Flour
Director of Innovation
Recruitment Profile

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Try it once. *Trust it always.*

As America's oldest flour company and premier baking resource King Arthur Flour is a collection of passionate bakers committed to spreading the joy of baking by bringing people together and building stronger communities. Their success starts with a genuine passion for baking and a desire to share their expert baking knowledge and offer the highest quality products. It's why they believe that once you try their flour, you'll *always trust it*.

Founded in 1790 in Boston, King Arthur Flour has evolved from a family owned operation focused on distribution in New England to a nationally recognized brand and business innovator.

Commitment to Social & Environmental Responsibility

As a founding B Corp and Vermont Beneficial Corporation, King Arthur Flour demonstrates that stewardship is a solid foundation for a successful company. They measure their progress with a triple bottom line – people, planet, profit.

As a certified B Corp, King Arthur Flour adheres to strict standards of social and environmental performance, accountability, and transparency. With their Benefit Corporation status, the Board of Directors makes decisions based on a number of specifics. A benefit corporation is a legal designation that allows a socially and environmentally committed company to write its beneficial values into its charter and articles of incorporation, where they become legally binding. King Arthur Flour is proud to be one of the first companies in Vermont to achieve such distinction.

King Arthur Flour believes baked goods and doing good go hand in hand, and they're committed to ending hunger insecurity – in their backyards and throughout the U.S. – by concentrating on providing resources, education, and inspiration. Through their Bake for Good programs, they introduce ways for children and adults to give back through baking.

Bake for Good: Kids

King Arthur Flour has been offering 4-7th graders free lessons in how to bake bread since 1992. Over 250,000 students in 46 states have been introduced to bread making with fun, real-world applications of math, science, and reading skills. Using their new baking know-how, they get all the skills and supplies they need to bake two loaves of bread at home, one to share with their family and another to give to a local hunger-relief organization. If you search [#bakeforgood](#) or [#learnbakeshare](#) on social media, you'll see thousands of children beaming with pride – showing what they've accomplished all while giving back.



Bake Truck

The King Arthur Flour Bake Truck has been traveling across the U.S. since 2014 spreading the joy of baking by providing free treats and partnering with local hunger-relief organizations to collect donations; all donations are matched by King Arthur Flour.



Baking History

King Arthur Flour was founded in Boston in 1790 and then moved to Vermont in 1984. King Arthur Flour has always been committed to providing the highest quality product available to ensure baking success for all bakers.

For more than 200 years, the company was named after its owners, primarily Sands, Taylor & Wood--though customers often referred to it as King Arthur Flour.

The King Arthur Flour name came to life in 1896 when George Wood was responsible for advertising and part-owner of Sands, Taylor & Wood Co. That year he attended a Boston musical comedy based on King Arthur and the Knights of the Round Table, and left with the thought that all of the attributes related to the King Arthur story – loyalty, honesty, superior strength, and dedication to a higher purpose – fit perfectly with the attributes of the company's signature flour: a unique blend of 100% hard wheat, with no additives.

For generations to come, most people referred to the company by the name of its most popular product – King Arthur Flour. In 1999 it became official when the legal name changed to The King Arthur Flour Company.

Over the years, King Arthur Flour has expanded their presence. From its introduction of the Baker's Catalogue in 1990 and its Baker's Store in 1992, to the creation of its website in 1996, to the brand new campus, 'Camelot', in 2012, one can continually count on King Arthur Flour to be an inspirational baking resource.



“CAMELOT” – Norwich Campus

The original Camelot was built in 1995. In 2010, having outgrown their existing buildings and looking to the future, King Arthur Flour embarked on the creation of their new campus; in July 2012 Camelot was officially opened.

The flagship campus includes their artisan bakery where visitors can see the bakers at work, a baking school that offers classes for adults and children of all skill levels, the baker’s store with thousands of ingredients, tools, and pans, and a welcoming café to relax and enjoy a mouth-watering menu of pastries, sandwiches, salads, and more!



Culture

As a 100% employee-owned company since 1996, the King Arthur Flour culture is special. Employees are the heart of the company, where people are authentic and show up to work thinking like owners. Through the Employee Stock Ownership Plan, or ESOP, the people who come to work each day own a very real stake in the company and stand to benefit, or lose, based upon the company’s success or failure. By promoting a team mentality, employees recognize their contributions provide a direct impact on the company’s overall success. It’s a real incentive to do their best work every day – to ensure that the products and service are always the best, and the customers are happy.

Hard work and performance are valued and rewarded, but employee ownership also comes with rights and responsibilities. Employee owners have the right to be informed about the management, strategy, and financial health of the company, to question practices they feel may not be in the company’s best interest, to work in a positive environment, and to share in the company’s financial success. They also have the responsibility to understand everyone’s own roles in achieving the company’s goals, to support management decisions and initiatives, to create a positive work



environment, to find solutions and share ideas for improvement, and to be good stewards of the company's resources.

The atmosphere at King Arthur Flour is open and safe where transparency and communication are valued. The leadership team is highly visible and approachable, and with their open-door policy all employees are given the chance to have their voice heard.

Giving back to the local community is a large part of King Arthur Flour's culture, too. Each employee, whether part- or full-time, is given 40 hours a year in paid volunteer time.

Products & Baking Resources

King Arthur's flour is the professional's choice and the home baker's trusted partner, prized for its consistent quality and the tightest specifications in the industry. This allows bakers to know and expect that King Arthur flour will perform flawlessly during every bake and lead to one success after another in the kitchen.

The red and white bag of their Unbleached All-Purpose Flour is the most recognizable product they sell. All-Purpose is part of their Signature Line that includes Bread, Whole Wheat, White Whole Wheat, Self-Rising, and Sprouted Wheat Flours. They're available in grocery stores nationwide and online, along with organic flours, gluten-free flours and mixes, specialty flours like Almond and Coconut, and their brand new Essential Goodness baking mix line. Essential Goodness offers mixes free of artificial colors, preservatives, or flavors. In addition, for every mix purchased they donate the cost for Feeding America to supply one meal through its network of local food banks.

Online at www.kingarthurfLOUR.com they offer over 3,500 tested and trusted baking tools, ingredients, and free recipes. For professional bakeries, they sell nearly 50 different flours in bulk.

Education

Inspiring and educating professional and home bakers is a large component of King Arthur Flour. They provide baking education and tips – online, through their baking schools, Baker's Hotline, and award winning cookbooks.

- *Online* – Their [Flourish blog](#) is one of the most highly trafficked parts of their website. New and longstanding fans find approachable, foolproof recipes that range from traditional to inventive. [Navigating](#) to other parts of their website, visitors can find baking guides, tip sheets, and videos on baking techniques. They're also a partner with [Craftsy.com](#), where online classes are taught by their professional bakers and trusted partners.
- *Baking Schools* – King Arthur Flour has two [baking schools](#) – one at their campus in Norwich, Vermont and a brand new one at The University of Washington's Bread Lab. Both offer hands-on instructions for bakers – no matter their experience or skill level.
- *Baker's Hotline* – Every baker, whether they only bake once a year around the holidays or several times a week, has had some baking challenges that has left them asking, "How did that happen?" Well that's where King Arthur Flour's free Baker's Hotline comes in. Available seven days a week, customers can call, chat, or e-mail to communicate with their professional bakers who will guide them through any baking challenge.



- *Cookbooks* – King Arthur Flour has published four award-winning cookbooks, including *Bakers' Companion*, which was named International Association Culinary Professional's cookbook of the year and added to the James Beard Foundation's list of 20 essential cookbooks. Additional titles include the *Cookie Companion Cookbook*, *200th Anniversary Cookbook*, and *Whole Grain Baking*.

Social Responsibility

Today, brands are chosen by informed consumers, not only for what their product provides but also for how their operations impact the earth. King Arthur Flour strives to improve its environmental footprint. Every year King Arthur Flour audits the impact their business decisions have on the environment. At their headquarters they are devoted to reducing energy consumption, cutting down carbon emissions, and providing a vibrant recycling and compost program for employees and customers. Sixty percent of their energy is renewable and employees are incentivized to make green commutes to and from work.

Becoming a founding B Corp is another way that King Arthur Flour has made a commitment to responsible business practices. There are more than 1,700 companies worldwide that can proudly say they are B Corp Certified. As a B Corp, King Arthur Flour Company adheres to strict standards of social and environmental performance, accountability, and transparency. Their B Corp status also allows the Board of Directors to make decisions based upon more than just the single bottom line.

Awards & Recognition

King Arthur Flour's workplace and employee-owned plan has been widely recognized as among the best by both local and national programs, including B Lab's Best for the World for Workers, Best Places to Work in Vermont, and National ESOP of the Year.



Norwich, Vermont

More than 250 years of history are preserved in the town of Norwich. In 1763, early European settlers reached the area and began erecting the first log buildings in town. Today Norwich, located in Windsor County, has a population of about 3,500 residents. It is located along the western bank of the Connecticut River opposite Hanover, New Hampshire.

The town commercial center features a traditional, and actively used, general store called Dan and Whit's. Adjacent to the general store is the restored, historic Norwich Inn, originally established in 1797, home to a "local's favorite" restaurant and brew pub. Rounding out the town center are the



hands-on Montshire Museum of Science and Outdoor Center, and the flagship campus of King Arthur Flour.

Walking along Main Street can feel a bit like a stroll back in time with its many historic homes, commercial enterprises and public buildings. Norwich's Historic Preservation Society seeks to preserve the town's unique sense of place and character including the early settlement patterns, scenic resources and unique rural character. By doing so, they have managed to maintain a vibrant town center and strong property values. A seasonal ice skating area in the center of town adds to the picturesque landscape of this classic New England hamlet each winter. For local food lovers, the Norwich Farmers' Market, noted as the best in the Upper Valley, pops up every Saturday, May through October with an endless abundance of produce and a variety of artisanal cheeses that delight the senses.

Whether you're trekking the oldest of the long distance hiking trails, the Appalachian, or taking a cheese trail road trip, there is no shortage of adventure and culinary delights in Vermont. As the Vermont Tourism website likes to point out, "Vermont is never out of season." There is always an adventure to be had in Vermont no matter what time of year. The landscape provides an endless playground of mountains, trails, lakes and waterways for just about every outdoor activity.

Opportunity

To achieve their vision to inspire and share the joy of baking, bringing people together and building stronger communities, King Arthur Flour is looking for a dynamic individual to lead the development, execution and ongoing management of the company's innovation pipeline, exploring and prioritizing new opportunities that blend with their 225+ year old heritage. She/he will imagine new possibilities at the intersection of King Arthur Flour and baking. This fast-paced position is responsible for launching mission-based strategic initiatives to increase revenues and market share, driving critical growth for the company. This highly collaborative role will be responsible for idea generation, conceptualization, analysis and testing of new products and concepts. The ideal candidate thrives on challenge and thinks conceptually, and is also able to quickly size opportunities and bring concepts to reality. This role will work concurrently on a multitude of projects, both big and small. The Director is a visionary leader who 'connects the dots' around King Arthur Flour's business and consumer insights, and articulates concepts and analytical solutions in a clear and compelling way.

This individual must represent "instant credibility" and be a proven leader with strong diplomacy skills. This credibility will be apparent in his/her outward communication, general business expertise, and in the ability to take the goals of the organization seriously and themselves less so. This person must believe in the ethos of King Arthur Flour and have the strength of character to stand firmly for the company's vision.

This is an incredible opportunity for a creative, well-organized, team-oriented innovator who is energized by creativity, new ideas, and challenges. King Arthur Flour is a truly unique, one of a kind place to work for an intelligent and driven individual who has the ability to lead through the power of well-articulated ideas rather than through a traditional organizational structure.



ESSENTIAL JOB FUNCTIONS

- Create innovation framework/process and define guardrails on how innovation is to be managed, from research to insights to project prioritization.
- Leverage brand positioning, key consumer insights and R&D discovery to develop an innovation roadmap for designated opportunity areas that align with King Arthur Flour's business strategy.
- Develop a strong and measurable pipeline: oversee innovation projects through the internal gate process, monitoring and adjusting as needed to ready innovation projects for commercialization.
- Build internal stakeholder knowledge and understanding of consumer insights and emerging trends around innovation opportunity areas; understand why consumers act and feel the way they do and can transform findings into recommendations that will drive and support product development.
- Define and conduct (or partner with others to conduct) appropriate research activities, and evaluate findings.
- Manage, direct and align Research and Development Team to ensure a robust flow into the innovation pipeline.
 - Ensure follow-through on development of new products as well as reformulation of existing products.
 - Foster process improvements, ensuring adequate resources are provided.
 - Develop and manage R&D budget.
- As a visible champion for innovation across the organization, provide ongoing leadership to cross-functional teams across a range of projects with multiple components; these may include research and insights, channel strategy, valuation and business case development - in collaboration with Marketing, Creative, Operations, Sales, and Finance.
 - Plan/facilitate dynamic work sessions to inspire innovative ideas, agile iteration, and effective decision-making.
 - Identify and experiment with new techniques and models for research, product design, testing, and distribution to build innovation best practices and expand the company's knowledge.
 - Transition strong conceptual ideas into testable business propositions: opportunity sizing, customer & partner benefits, brand fit, and operational feasibility.
- Manage direct report via coaching, mentoring, training and ongoing feedback to drive individual results and develop leadership skills and influence, challenge and inspire team members to achieve business results.

EDUCATION/EXPERIENCE

- 8+ years in food industry innovation, product development/design, business development and/or strategy role(s)
- Previous experience in or strong passion for the baking space
- BA required (MBA strongly preferred)
- Demonstrated experiences leading cross-functional teams
- Highly analytical, motivated, decisive thought leader with excellent execution skills
- Strategic mind with an ability to think broadly, refine question, and influence multiple decision makers
- Current consumer packaged goods experience to both identify and initiate appropriate partnership alliances



- Track record of taking calculated risks for the long-term benefit of the organization and is thereby considered a progressive thought-leader
- Strong foundational understanding of supply chain and operational effectiveness
- Demonstrated experience working closely with leadership
- Proven track record of successful innovations

REQUIRED KNOWLEDGE, SKILLS

- Creative and strategic problem solver with high curiosity quotient
- Ability to operate fluidly between strategic/conceptual and tactical/executional
- Ability to quickly evaluate solution viability, courage to fail fast and learn from mistakes
- Strong and varied communication approaches to explain and evangelize new concepts
- Excellent communication and presentation skills; dynamic (persuasive) in presenting ideas to teams
- Comfortable solving problems through a 'hypothesis' driven approach using a combination of top-down and bottom-up analyses
- Must possess rigorous analytical disciplined approach as well as dynamic, abstract problem solving skills (get to the answer via both 'inspiration' and 'perspiration')
- Strong interpersonal skills as team leader and team player with experience cross-functional team management
- Must have a 'change agent' attitude; constantly pushing King Arthur Flour to new opportunities, approaches, ideas, and perspectives

Brief overview of Benefits

Health

- Medical coverage
- Health Savings & Flexible Spending Accounts
- Dental coverage
- Vision coverage
- Life insurance
- Short and long term disability coverage

Additional Benefits

- Employee Stock Ownership Plan (ESOP)
- 401(k) retirement savings plan
- Profit sharing
- Professional development Earned time
- Holiday Pay
- Wellness incentives
- Onsite fitness classes
- Parental leave
- 40 hours annually paid volunteer time
- Discount at King Arthur Flour's Baker's Store, café, and school
- Matching charitable contributions
- Tuition reimbursement
- Green commute incentive

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