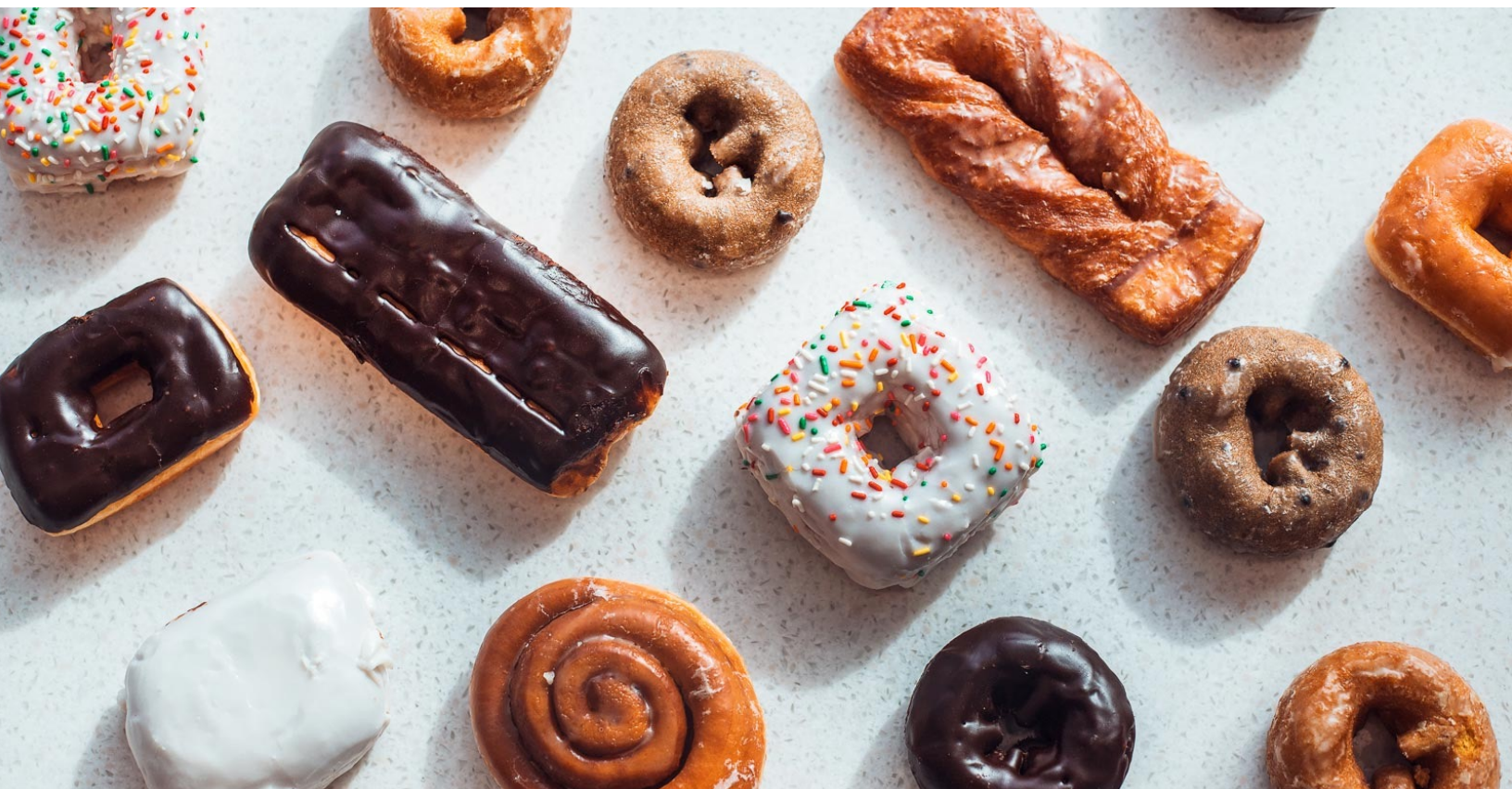


**United  
Dairy  
Farmers**



# **GENERAL MANAGER – BAKERY & COMMISSARY**

**CINCINNATI, OH**

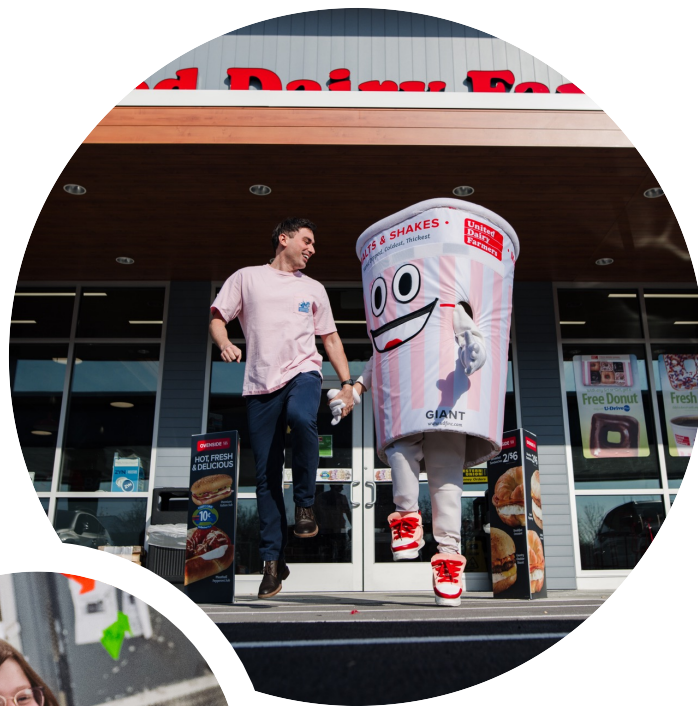
## ABOUT THE COMPANY

United Dairy Farmers is a family owned and founded company committed to making quality ice cream and baked goods. They operate more than 170 convenience stores in the greater Cincinnati, Dayton, Columbus, Northern Kentucky, and Southeast Indiana areas. Since its inception in 1940, they have expanded to become a regional fuel distributor, ice cream co-manufacturer, bakery, real estate, and logistics company.

## THE OPPORTUNITY

- In this position, you'll run two dynamic business units end-to-end, owning the strategy, P&L, innovation, and operational success that directly shape UDF's future.
- You'll also be at the center of a fast-growing, modernizing organization where your ideas, leadership, and creativity can fuel new products, stronger operations, and major competitive gains.
- Most importantly, you'll have the chance to build and inspire a high-performing team in a culture that values talent, empowerment, and big thinking.

This role offers a high-impact leadership opportunity to oversee the full P&L and operations of UDFs Bakery and Commissary divisions, driving product innovation, operational excellence, and financial performance for a well-known and deeply trusted regional brand. The successful candidate will shape everything from product development and food manufacturing to logistics, quality, and team development, ensuring that UDF continues delivering high-quality baked goods and convenience offerings across its 170+ stores. With the ability to commercialize products from bench to customer, lead a talented workforce, and influence strategy at the enterprise level, this position provides a unique blend of creativity, business leadership, and operational challenge in a dynamic, growth-oriented environment.







## WHAT YOU'LL BE DOING

### FINANCIAL LEADERSHIP, P&L OWNERSHIP, AND STRATEGIC GROWTH

- Own full P&L responsibility for the Bakery and Commissary units with a focus on margin expansion and disciplined cost management.
- Develop and execute strategic financial plans that drive profitable growth and operational leverage.
- Analyze unit-level economics, performance trends, and cost structures to guide data-driven decisions.
- Leverage synergies across production, logistics, and product categories to maximize financial return.
- Establish clear financial KPIs and performance dashboards that enhance transparency and accountability.

### OPERATIONAL EXCELLENCE, COST OPTIMIZATION, AND PRODUCT COMMERCIALIZATION

- Lead bakery and commissary operations with an emphasis on efficiency, throughput, and cost performance.
- Optimize labor, inventory turns, ingredient utilization, and logistics to strengthen unit economics.
- Ensure robust SQF, GMP, and food safety programs that minimize risk and safeguard profitability.
- Guide successful commercialization of new products—from benchtop formulation through pilot testing, scale-up, manufacturing, packaging, distribution, and retail launch.
- Collaborate with quality, R&D, and operations teams to ensure new products meet required specifications at a commercially viable cost.





## WHAT YOU'LL BE DOING, CONTINUED

### PRODUCT INNOVATION AND MARGIN-DRIVEN CATEGORY COLLABORATION

- Partner with Category Management on product mix, pricing strategy, and volume planning with a strong financial lens.
- Oversee product development and recipe reformulation to enhance both customer appeal and profitability.
- Drive disciplined product testing that integrates customer feedback, sensory evaluation, and financial modeling.
- Accelerate market introduction of high-margin products that differentiate UDF in the retail marketplace.
- Strengthen innovation processes to improve speed-to-market and competitive agility.

### COMPLIANCE, RISK MITIGATION, AND CAPITAL STEWARDSHIP

- Ensure adherence to all SQF, GMP, safety, and regulatory standards, protecting both brand and P&L.
- Oversee maintenance programs that protect capital assets, reduce downtime, and minimize unplanned costs.
- Maintain audit-ready processes and documentation to prevent financial exposure.
- Balance immediate operational needs with long-term capital investment planning.
- Build preventive systems and controls that reduce operational and compliance risk.

### TALENT DEVELOPMENT, LEADERSHIP, AND ACCOUNTABILITY

- Build a capable, financially literate leadership team that understands cost levers, performance drivers, and operational priorities.
- Deliver candid, actionable performance feedback tied to measurable business outcomes.
- Foster a culture grounded in accountability, continuous improvement, and collaborative problem-solving.
- Strengthen bench depth and succession planning for all critical operational roles.
- Recognize high performers, reinforce engagement, and cultivate leaders who drive results through people.



## KEY REQUIREMENTS

- Bachelor's degree in business or a related field, with 7–10 years of P&L leadership experience in food manufacturing, ideally baked goods.
- Minimum 5–7 years of management experience, including leading managers and building high-performance teams.
- Strong business acumen with the ability to build consensus, influence stakeholders, and lead across functions.
- Exceptional communication skills—verbal, written, presentation, and interpersonal—with strong diplomacy and relationship-building capabilities.
- Advanced analytical, conceptual, and problem-solving skills, including understanding regulatory, risk, and competitive dynamics in food manufacturing and logistics (DOT).
- Demonstrated ability to innovate, drive change, and lead transformation across a division or multi-site operations.
- Highly collaborative and team-oriented leader able to motivate talent, manage multiple priorities, and perform under pressure.
- Proven vendor management and negotiation expertise, ensuring strong supplier relationships and cost effectiveness.
- Discerning palate, with the ability to help develop and formulate recipes, ingredient mixes for new products, and detect issues with current products.
- Strong project management capabilities and experience commercializing products, including recipe development and formulation oversight.
- Proficiency in MS Office and ERP systems (preferably Sage), with the ability to adapt to evolving technology and operational tools.





## KEY PERSONAL ATTRIBUTES

- **Strategic Commercial Mindset** – Thinks like an owner, understands financial drivers, and makes decisions that strengthen profitability and operational performance.
- **Decisive, Action-Oriented Leadership** – Confident making timely decisions, managing ambiguity, and driving results in a fast-paced production environment.
- **Collaborative Relationship Builder** – Builds trust quickly, navigates diverse stakeholders, and fosters a highly cooperative, team-first culture.
- **Innovative Problem Solver** – Constantly seeks better ways of operating, embraces change, and applies creativity to product development and process improvement.
- **Resilient and Adaptable** – Maintains composure under pressure, adjusts to shifting priorities, and leads teams through operational challenges with steadiness.
- **People-Developer with a Coaching Orientation** – Invests in talent, motivates teams, develops managers, and creates an environment where employees can grow and excel.

## THE PAYOFF

- **Join a creative, hands-on environment where ideas become real products** – You'll be guiding everything from recipe formulation to commercializing new baked goods enjoyed by thousands of customers daily. It is a rare blend of culinary creativity, product innovation, and operational leadership.
- **This is a great opportunity to grow and improve a fast-moving business** – This is a dynamic, high-energy environment where each day brings new challenges, quick wins, and visible impact.
- **Be part of a people-centered culture that values collaboration and shared success** – The role offers the chance to develop talent, build a strong team culture, and work cross-functionally with passionate partners.
- **You'll be joining a beloved, well-established regional brand** – UDF is a household name with deep customer loyalty, providing the unique satisfaction of shaping products and experiences that resonate across generations in the communities UDF serves.

Please visit  
**Gilman Partners'**  
**website** to apply.



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