

**United
Dairy
Farmers**



CHIEF OPERATING OFFICER

CINCINNATI, OH

gp GilmanPartners

EXECUTIVE SEARCH | TALENT ACQUISITION
LEADERSHIP DEVELOPMENT

ABOUT THE ORGANIZATION

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

- Are you excited by the opportunity to join a family-owned, professionally managed company with nearly 100 years of success?
- Are you ready to make a meaningful impact by partnering with an energized CEO to shape UDF's future? This is an opportunity to drive operational excellence, accelerate financial performance, and help lead a trusted, growing company into its next chapter of success.
- Do you thrive at balancing strategic vision with hands-on leadership? We're looking for a leader who can shape the future while remaining closely connected to the day-to-day execution that drives success.



The position is responsible for the planning, execution, direction and oversight of the primarily non-retail business units within UDF. Provides leadership and oversight to Food Manufacturing (Ice Cream / Bakery), Warehousing, Logistics and Transportation. Partners with the CEO and Leadership Team to strategically position the business to maximize and maintain profitability and growth. Responsible for partnering across the company to develop short and long term internal, customer and supplier strategies to enable achievement of the Company vision. Translates corporate strategy into operational execution, leading enterprise-wide transformation initiatives that drive growth, profitability, scalability, and long-term competitive advantage.





WHAT YOU'LL BE DOING

- The COO has total P&L responsibility including working with his/her team to develop the strategies, business plans that optimize, growth, revenue and profitability.
- With a strategic focus on Food, lead the Food Manufacturing team to develop, deliver and assess food service initiatives, products and solutions for internal and external customers.
- Actively monitor revenue, cost and labor and proactively insures his/her direct reports making adjustments to programs/initiatives to maximize quality, revenue, profitability and growth.
- Develop processes and metrics to measure effectiveness and performance of all programs overseen within the organization.
- Partner with Store Operations to ensure successful execution of key Retail programs with Food (Ice Cream / Bakery) and Supply Chain solutions. Solicits feedback from Operations with the goal to enhance sales, profitability and reduce expenses/food waste.
- Partner with revenue generating areas to improve efficiency, effectiveness, productivity and/or control.
- Ensure that the business operates within established risk and regulatory guidelines as established by appropriate regulatory agencies and internal policies.
- Use industry benchmarks to ensure appropriate staffing and organizational structures are in place.
- Establish and maintain vendor relationships with both internal and external product providers.
- Create an environment focused on continuous improvement in systems and procedural automation, efficiency and productivity.
- Develop, implement and monitor progress on UDF business profit improvement initiatives to improve revenues, reduce expenses, and/or increase production.



WHAT YOU'LL BE DOING

- Develop long-term customer and supplier relationships. Increase market share by assuring that systems are in place to define and meet constantly changing customer expectations for products solutions and services.
- Work with direct reports to provide capital expense projects, projections including building and equipment for areas of oversight.
- Establish, maintain and assess processes to achieve consistent customer satisfaction and cost reduction goals by maximizing productivity of assets and resources.
- Identify key financial trends (opportunities and challenges) and assist in creating organization that can quickly identify significant expense and revenue improvement ideas and ensure implementation.
- Work with CFO and accounting team to analyze business performance, make recommendations for improvements and measure progress. Recommend suggestions to further develop reliable, transparent management reporting.
- Lead special projects as needed based on CEO direction, PMO planning.
- Leads by example related to DAIRY Culture and DAIRY Leadership.
- Responsible for providing direct reports with timely, candid and constructive performance feedback; developing associates to their fullest potential and provide challenging opportunities that enhance associate career growth.
- Developing the appropriate talent pool to ensure adequate bench strength and succession planning; recognizing and rewarding associates for accomplishments.
- Incumbent also holds his direct reports accountable for performing the same functions and activities with their direct reports if applicable.
- Responsible for growing associate engagement within the team as measured by regular workplace experience surveys.

KEY REQUIREMENTS

- 6+ Years of demonstrated leadership and management experience at a senior /executive level with P&L responsibility.
- Previous experience and in-depth knowledge of Food, Food Manufacturing, CPG, Logistics or Supply Chain, Quick-Service Restaurant organizations, Convenience Store distribution, strategies, etc.
- Demonstrated experience in managing the P&L for multiple categories/business units.
- Excellent communication and presentation skills.
- Ability to operate in a complex, rapidly changing environment while adhering to tight schedules and budgets.
- Demonstrated project management and budgeting skills, with proven ability to balance multiple projects in varying degrees of implementation.
- Experience with Business Intelligence software packages (Microsoft BI).
- Experience with utilizing AI to create efficiencies and automation preferred.
- Prior experience with ERP based systems (Logistics, Supply Chain, Warehousing, Food manufacturing, Retail, etc.) preferred.
- Bachelor's degree in Engineering, Business management (or other 4-year degree) or equivalent experience.
- MBA/Master's degree preferred.





KEY PERSONAL ATTRIBUTES

- Strong interpersonal and communication skills.
- Strong analytical and problem-solving skills are required.
- Excellent verbal, written, presentation, people, and diplomacy skills are required.
- Innovative thinker that can drive change throughout the division/organization.
- Leadership skills, initiative, a detail orientation, strong analytical skills, and decision-making skills.
- Ability to work in a team environment.
- Position requires the ability to establish self as a leader, to not only perform in a leadership role, but to also be recognized by other business units and business partners as a leader. Must be able to work in a team environment with the ability to interact well, and in a positive manner, with senior management.
- Work requires the ability to multi-task and to be flexible.
- Ability to motivate team, work independently, manage multiple projects, work under pressure, and adapt to sudden changes in the work environment.
- Excellent people/relationship building skills, including the ability to influence senior managers.

THE PAYOFF

- *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.



Michele Plessinger
Partner, Executive Search
Consultant

mplessinger@gilmanpartners.com



Julie George
Partner, Executive Search
Consultant

jgeorge@gilmanpartners.com



Gilman Partners is committed to strengthening leadership teams and elevating talent in our communities—and that means all qualified applicants will receive consideration. You do not have to meet every qualification in this job description to apply. If you're drawn to the position and believe your experience makes you a good fit, we encourage you to apply.