

# CHARLES W. KUKIC, JR.

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## CEO | Chief Marketing Officer

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An accomplished executive leader with 20 years of success achieving revenue, profit, and business growth objectives within turnaround, and rapid-change environments. Known for innovation and strategy, and an intuitive understanding of critical business drivers in multiple markets and channels of trade. Proven track record of success building relationships with decision-makers, and seizing control of critical problem areas, to deliver superior customer service. Motivated team building for over 50 employees, and managed P&L for over \$500MM in revenue.

### EXPERTISE

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|--------------------------|-------------------------|--|
| • Advertising & Branding | • Project Management    | • Project Management                               |
| • Business Development   | • P&L Management        | • Strategic Growth Planning                        |
| • Startups – Turnarounds | • International         | • High Ethical Values                              |
| • Analysis & Planning    | • Multi-site Management | • Multilingual (English, Spanish, French, Italian) |
| • Business Intelligence  | • Growth Strategies     |  |

### STRENGTHS

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- Building profitable platforms for record-breaking sales of over \$500MM.
- Leading business turnaround to generate revenue and operating gains and profit at 25%.
- Developing talent, planning, and instilling a quality collaborative culture for strategic growth.
- Transforming lesser brands into a flag-ship top-performer within 1-year for over \$150MM in sales.
- Motivating a culture of excellence across multiple companies and contributing \$1.3B of new business.

### PROFESSIONAL EXPERIENCE

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LIPARI FOODS LLC. (ACQUIRED RM HEAGY FOODS, INC.) 03/2015 – 03/2020

**Vice President Business Development Bakery & Frozen Food Sales (11/2018 – 3/2020):** Led the trade show activities for the frozen foods and bakery team including NACs, Expo East/West, IDDBA. As the VP of Business Development at KLT (a division of Lipari), led the bakery and frozen food categories. Worked with 12 European companies to launch or sustain business in the US including marketing support and sales. Gained new distribution for St. Pierre On the Go product line launch within Convenience Channel utilizing large distributors such as *McLane*, *Core-mark* and *HT Hackney*, and large customers like *Circle K*. Managed brokers as well as direct customers nationally and internationally with key customers responsibility for *Wal Mart*, *AHOLD*, and *Target*.

- **Delivered a new line and gained private level business netting \$5MM gross revenue and 25% increase.** Identified the next wave of product lines that included portion control items from European companies, including branding and materials. Created a U.S. Blueprint for success with budgets, and planning.

**CEO, Chairman (03/2015 – 11/2018 RM Heagy Foods, Inc.):** Developed the first Long Range Plan in the 65 years of the company's family-run history. The foundational infrastructure focused on shifting the company from a traditional distributor model to a marketer of brands. Pioneered the creation of job descriptions including a compensation structure. Developed tolling and co-pack business for cheese conversion and reorganized the company to a functional organization with job standards and redefined bonus and profit-sharing compensation.

- **Led a \$3.2MM CAPEX that integrated technology, a clean room (for cutting cheese), and logistics.** The significant capital expenditure introduced a state-of-the-art refrigerated warehouse and freezer, new cheese room for cutting and wrapping with the precision equipment that is the best on the east coast, and a new aging room.
- **Doubled the gross margin to 24% while decreasing COGs 6 pts, netting a year 1 profit of \$1.1MM for a \$22M topline.** Established a vision and built a P&L budget and cost savings plan. Acquired a micro-dairy for ice cream to expand beyond cheese.
- **Developed two new brands, *Lancaster Farmhouse* and *Carmen & David's* that positioned the company for a higher sale.** Gained distribution at AHOLD and Shoprite with Lancaster Farmhouse. Started with no brands or assistance, even created SKUs. It was a start from scratch approach.

HANOVER FOODS CORPORATION

08/2014 – 12/2014

**President:** Led the vision for a snack division business unit with 5 Plants, DSD operations, and warehouse business. \$100MM division providing a full line of salty snacks to all classes of retail trade, private label, and co-pack partners.

DAIRY BOND, LLC.

07/2013 – 07/2014

**SVP Business Development, Consultant - Contract:** Collaborated on a specific project with *Hershey Foods*, netting over \$30MM in savings for them by reducing the fat content in the Hershey's formula. Worked on a strategic initiative with AFP, the retail group in Sales, Marketing, and Research & Development to develop a portfolio blueprint for Mexican brand equity called *Los Kitos*.

MEIJI AMERICA INC.

08/2010 – 05/2013

**SVP Planning & Business Development:** Led both business units with a staff of over 50 and \$170MM in revenues. Oversaw a team of three Vice Presidents from Sales and Marketing, two Directors, Customer Service, and Product Development. Spearheaded change in commercial groups, implementing a new strategic direction for the company. Drove the vision for the America division with a multi-faceted business unit approach including a segmentation tiered branding approach.

- **Product Line complexity model netted an increase of \$9.5MM to the bottom-line and a 700% CAGR.** The increase was the highest profit the company had recorded in 100 years, the highest gross sales ever, and became the Corporate Model for all lines.
  - Collaborated with the controller to develop a product line complexity model for all 1600 products.
  - Reorganized 80% of the sales team to drive growth, garnering 2 VPIs at Wal Mart for animal crackers (Smurfs and the 32 oz. regular animal crackers) even with a 26% price increase due to the mode.
- **Led the growth of 10 share points and turned 11 years of loss into a \$9.5MM increase to the bottom line.** Produced a 360 approach in positioning to extend into movie promotions, leveraging impressions instead of any fees from the studios to land the *Smurfs*, *Zookeeper*, the *Minions*, and worked *Minor League Baseball (MiLB)*.
  - Built consumer excitement around a dormant category with a \$1MM marketing budget that utilized impressions to hook studios, baseball, and other partners.
  - Created 150 items for Trader Joe's business netting \$36MM to the top line with 30% margins.

AFP LLC.

02/2007 – 08/2010

**VP Strategic Marketing & Sales:** Led and established a multi-faceted business unit approach that included a reorganization of the commercial group to support the North American joint venture including Canada, US, and Mexican markets. Operations for Marketing, Sales, Customer Service, and the innovative product development process. Developed export strategies and a brand-new export division with direct shipments into 29 countries from zero. Built an ingredient division from scratch that would insulate the company by ensuring margin protection with our contract manufacturing products, partners, and branded products.

- **Grew the retail pudding business by 42% by creating a *Jelly Belly* only platform.** Targeted school-aged children and created news in the category gaining trials while reducing competitor brands, by replacing their less popular flavors and with our *Jelly Belly* flavors.
  - Secured all Canadian private label business and gained a VPI with Wal Mart and Jelly Belly pudding, the first-ever distribution for AFP at Wal Mart.
- **Increased the operating income performance to \$22.5MM within 3-years a 900% increase and filled capacity in all 3 facilities during the 2008 recession.** Developed a sound vision and mission to focus energy, and to prioritize the business segments.
- **Strengthened the company by hiring "as we go" and building a high-performance team in the 5 business units.** Reorganized identifying five business units that could operate during downtimes, creating flexibility.
  - Collaborated with the CFO on variable margin contribution numbers to adjust underperforming items.
  - Increased pricing for negative-pricing contracts and severed relations with those that were noncompliant.
- **Renegotiated and signed a new toll structured agreement with Frito Lay for 3-years at a 25% profit.** Leveraged prior connections to facilitate the process to create a margin for the ingredients.
  - Led the Wisconsin facility CAPEX capturing an additional 10% profit, with the new ingredient's division.

CK CONSULTING

03/2005 – 02/2007

**Corporate Marketing Consultant:** Developed new product global pipelines for companies. Evolved innovation including working with internal and external partners and product development. Led strategic corporate needs state

research initiative to analyze and discover white and gray space opportunities. Developed processes to analyze short and long-term opportunities to include acquisition recommendations.

- **Kunzler: As the Interim Director of Sales, turned around a \$150MM pork manufacturer within 6-months, increasing 40% in Holiday sales, and \$3.5MM in revenue.** Implemented customer marketing, SKU rationalization, consumer tactics, innovation and focus on a profitable portfolio.
  - Completed a new branded structure, new trade promotion strategies, advertising, consumer promotion, customer marketing, new products, and research.
- **McCormick: Developed needs-based research via *Needscope* identifying processes to create new platforms and products.** Founded the new process called *McIdeators*, an internal panel trained to facilitate ideation.
  - Developed new channels of business including *Club, Home (Linens and Things)*, and the *Natural Channel*.
  - Designed, developed, and executed the vision for the front-end innovation (pipeline funnel, packaging & product).

#### HERSHEY FOODS

02/1997 – 02/2005

**Sr. Brand Manager, Global Innovations (11/2002 – 2/2005):** Contributed over \$1.3B of new business over 8-years on projects developed, created, or revamped. Managed over \$50MM of corporate capital investment and produced over \$250MM of new products business. Groomed as a general manager and grew and mentored multiple cross-functional teams of 50-75, that were awarded multiple times, the “President’s Award” for innovation and creativity.

- **Developed 3-platforms; a sugar-free line of items, *Swoops*, and *Take 5*, adding \$500MM within 5-years.** Awarded the CEO's “Executive Award for Excellence in Innovation and Technology” for the projects.
  - Drove *Take 5* candy bar to the #1 brand within the 1<sup>st</sup> year, broke the record internally with \$25MM of factory sales in the first month.
  - Launched the *Swoops* platform in 8-months delivering \$80MM in new sales, and new product awards.
  - Exceeded Factory sales Year 1 plan for Sugar-Free over 12.5%, capturing 23% of the sugar-free market.

**Brand Manager for Ice Breakers (01/2001 – 11/2002):** Led the global innovation marketing efforts for 3 major product platforms.

- **Turned around the Ice Breakers Franchise increasing factory sales over 15% within 2-years.** Developed strategic partnerships with MTV and 360 Youth, to produce a risky strategy. The commercial <https://www.youtube.com/watch?v=qIbR2xAAQq8> was a huge risk for Hershey due to the conservative nature.
- **Spearheaded the new business segment delivering \$5MM in 2002 and \$40MM over the base for 2003.** Created a 5-year new products plan to deliver incremental sales as well as create new segments for the gum and mint business.

**Associate Brand Manager for Kisses, Pot of Gold, and Miniatures (01/2000 – 01/2001):** Miniatures grew 14% and Pot of Gold grew 50%.

- **Led growth of 54.6% in factory sales to a \$504MM base and share points growth of 7 points.** Managed new item development processes for research, packaging, design, production planning through start-up.
- **Negotiated with licensing partners including major entertainment properties – Universal Studios (*The Grinch, The Mummy*), General Mills, Dr. Pepper, and Coca-Cola.** Spearheaded an Assortment bag pricing and size strategy that led to the automation of the super bag lines.

**Earlier Roles: Associate Brand Manager in Seasons Marketing Department (01/1998 – 01/2000); Assistant Brand Manager on Ronzoni in the Pasta Grocery group (02/1997 – 01/1998).**

#### EDUCATION & CERTIFICATIONS

**Master of Science (MS) in Food Marketing** | St. Joseph’s University

**Bachelor of Arts (BA) in Corporate Communication** | Duquesne University

Certification: International Business

**Technical and Additional Skills:** Microsoft Office Suite (PowerPoint, Excel, Word, Outlook), Proprietary Sales Systems, Adobe Photoshop, WebEx, Zoom, Skype, AFS Enterprise System, AFS Sales Discovery, Google Analytics, SKY Rationalization, HACCAP, SQF, IRI, Nielsen, SAP, Unix, Linux, Marketing, Sales, Product Development, Strategy, Mergers & Acquisitions, Customer Service, Retail Outlet