



**Columinate offers management on contract services for interim general manager (IGM), store manager, and other management positions.** Our interim management team is made up of grocery retail experts who can assess operational systems, organizational structure, and staff development opportunities; identify retail strategy; and provide high level financial analysis of your operation. IGMs are change agents, troubleshooters, stabilizers who produce positive outcomes for their clients.

“People who serve as interim general managers have a broader perspective than the folks tied to one co-op. In my career, I’ve worked with startup co-ops, \$3 million to \$40 million annual sales co-ops, multi-site co-ops, five-year-old co-ops, and fifty-year-old co-ops. We have a breadth of experience that is really hard to find that gives us the tools, resources, and vision to navigate some pretty strenuous challenges.”

– Wynston Estis  
Columinate consultant and IGM

# About the Program

When co-ops enter a time of transition, they can turn to **Columinate's team of grocery experts for contract management services**. These leaders step in to work fast and smart, implementing lasting change for their clients. Engagements are typically 3-5 months, but can also be as long as a year or more. When setting up an engagement, we pay as much attention to the exit strategy—what conditions exist when handing off to a new general manager—as the start date.

## Why Hire an Interim General Manager

IGMs are skilled and experienced at improving sales, workplace culture, staff morale, labor efficiency, and much more, leaving your store and team in better shape than when we got there.

- Investing in an IGM is investing in an impartial, skilled leader to move your team forward and set your store up for success.
- IGMs provide stability during times of uncertainty or stress and position stores for future success.
- Having flexible, steady leadership at the helm can provide the board or independent business owners the time they need to complete their hiring process.
- IGMs bring a fresh perspective, implement change, and build team strength.



## What Our Clients Say

“We truly believe our store would not be open today without Dennis Hanley’s leadership. He has been relentless in keeping our team and customers safe during COVID—while making sure the shelves stay stocked. Our board of directors tasked Dennis with conducting a top-to-bottom review of the store. He delivered. From renegotiating key contracts to resetting the produce department, he has turned our co-op around, positioning us for success for years to come.”

—Sunny Lee and Sarah Bilofsky  
*Co-Presidents at Niskayuna Co-op*

“Scot Destasio implemented a series of changes to layout, product mix, suppliers, and staffing, which together have resulted in substantial sales momentum and improved pricing. Scot and others on the Columinate team also supported a successful search for a new permanent GM and a smooth transition. Scot’s engagement has put the Creamery Co-op on a solid footing to re-engage with its member-owners and the broader community as a grocery, deli, and community hub.”

—Katy Eiseman  
*Board President at Old Creamery Cooperative*

## Interested in management on contract services?

Contact [markgoehring@columinate.coop](mailto:markgoehring@columinate.coop) to learn how we can support your organization.

[Visit our website](#) to learn about all of our retail grocery programs, including GM development and search support.