

NORTH ORGANIZATIONS™ · SELECTED WORK

ORGANIZATIONAL DESIGN · ORGANIZATIONAL EFFECTIVENESS



Multi-State Retail Organizational Design

ILLUSTRATIVE CASE STUDY

Building a scalable organization for store, market, and geographic growth.

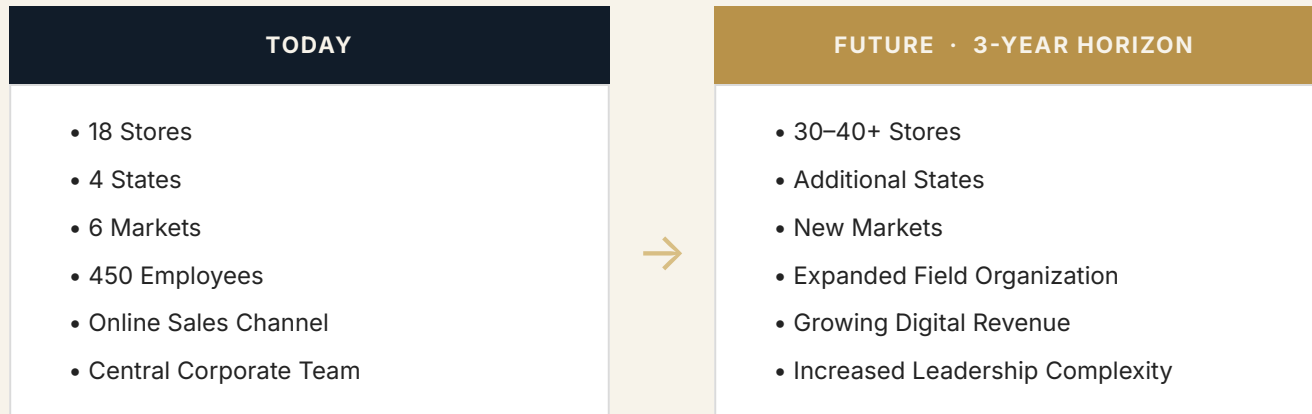
ILLUSTRATIVE CASE STUDY · GROWTH-STAGE MULTI-STATE RETAILER

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Confidence North™

Growth changes the organization before it changes the org chart.



As locations, markets, employees, and channels increase, informal reporting relationships and centralized decision-making become growth constraints. The organizational model must evolve to support scale without adding unnecessary management layers.

"The goal is not to design the organization you have today — it is to design the organization you will need in three years."

Typical Growth-Stage Organizational Challenges

01

Leadership Bottlenecks

Too many decisions escalate to corporate leadership, slowing execution and consuming executive bandwidth.

02

Unclear Field Accountability

Store, market, and corporate responsibilities overlap, creating confusion about who owns outcomes.

03

Inconsistent Management Layers

Some locations receive significantly more leadership support than others, producing uneven performance.

04

Expanding Spans of Control

Leaders accumulate more locations and employees as the company grows, eventually exceeding effective capacity.

05

Channel Disconnect

Retail, online, customer service, and marketing operate without clear handoffs, creating friction and gaps.

06

Reactive Hiring

New leadership roles are added only after capacity problems become visible — rather than before growth demands them.

The objective is not to add hierarchy. It is to place accountability at the right level.

Example design principles for a scaling multi-unit retailer.

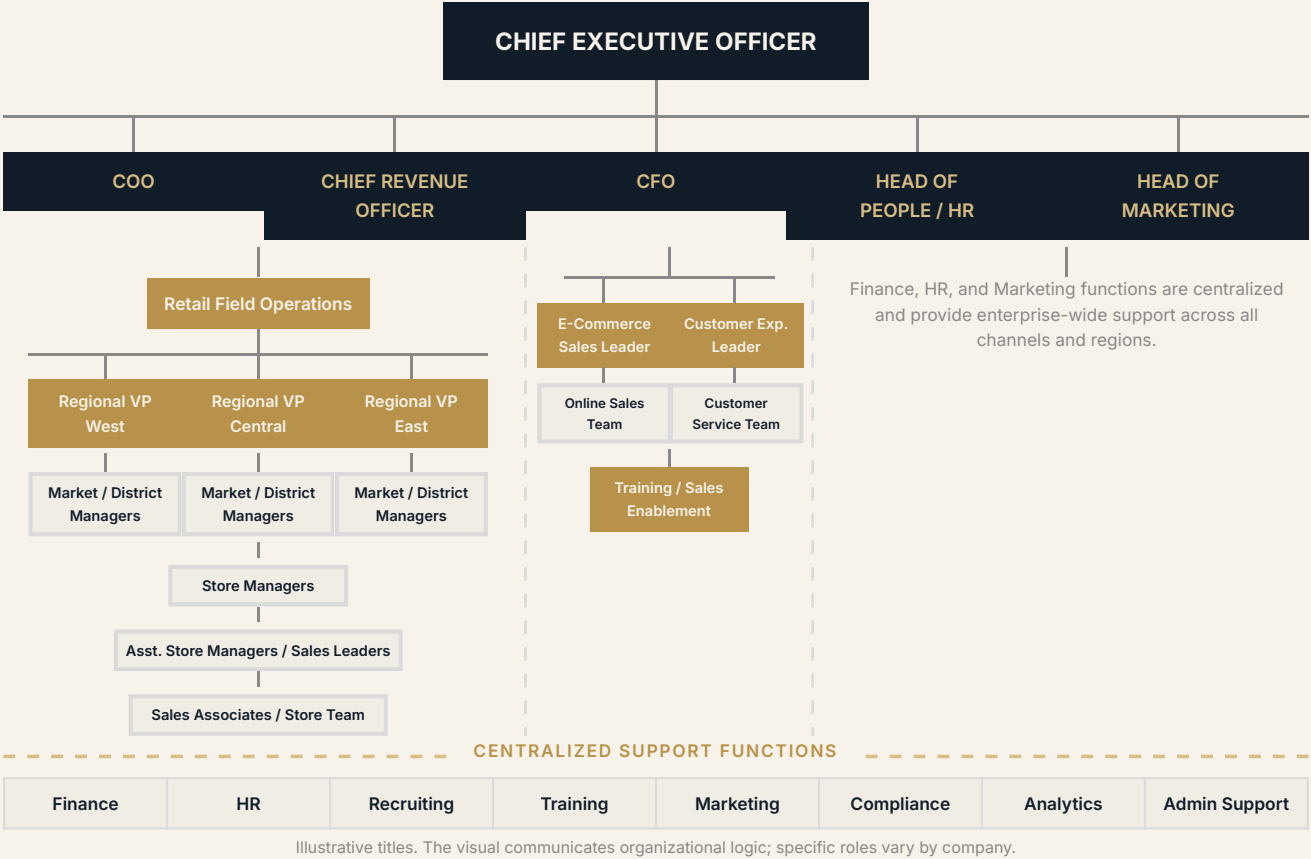
- 01 Keep Strategy Centralized.**
Corporate leadership owns enterprise strategy, standards, brand, financial controls, talent systems, and governance.
- 02 Move Execution Closer to the Customer.**
Store and market leaders should have clear authority over day-to-day execution without requiring corporate approval.
- 03 Organize Stores Into Logical Markets.**
Locations within reasonable geographic proximity roll into market or district leadership for consistent coaching and oversight.
- 04 Add Leadership Layers Only When Scale Requires Them.**
New management levels should be triggered by complexity and span of control — not titles or organizational convention.
- 05 Design for the Next Stage of Growth.**
Structure should accommodate additional locations without a complete redesign every two or three years.

CORPORATE → REGION → MARKET → STORE → CUSTOMER

QUESTIONS THE DESIGN MUST ANSWER

- Where should decisions live
- Which capabilities should be centralized
- How many stores can one field leader effectively support
- When does a market require regional leadership
- How should retail and digital channels connect
- What roles are required now vs. at the next stage of growth
- Where is accountability currently duplicated or missing

Executive, field, revenue, and centralized functions — one integrated model.



Matching leadership capacity to growth.

Store Manager	Market / District Manager	Regional Leader	Corporate Leadership
SCOPE 1 Store PRIMARY ACCOUNTABILITIES • Store performance • Sales execution • Team leadership • Customer experience • Labor execution	INITIAL SPAN HYPOTHESIS ~5–8 Stores PRIMARY ACCOUNTABILITIES • Multi-store performance • Store-manager coaching • Local execution • Talent pipeline • Operational consistency	INITIAL SPAN HYPOTHESIS ~3–5 Markets PRIMARY ACCOUNTABILITIES • Regional performance • Market leadership • Growth readiness • Cross-market consistency • Regional talent planning	SCOPE Enterprise PRIMARY ACCOUNTABILITIES • Strategy • Standards • Capital allocation • Brand • Systems • Governance

Final spans of control should be determined using store size, revenue, geography, operating complexity, leadership capability, and travel requirements.

What should be centralized — and what should stay close to the market?

CENTRAL / CORPORATE	SHARED / HYBRID	MARKET / STORE
• Brand strategy • Financial controls • Accounting • HR policies • Compensation philosophy • Technology platforms • Enterprise compliance • Marketing strategy • Learning architecture • Analytics • Enterprise recruiting standards	• Recruiting execution • Training delivery • Local marketing • Workforce planning • Performance management • Customer escalation • Sales initiatives • Inventory planning • Market promotions	• Daily staffing • Team scheduling • Store execution • Local coaching • Customer recovery • Daily sales management • Local team communication • Community relationships • Execution of promotions

Centralize standards. Decentralize execution. Clarify decision rights between the two.

One customer. Multiple channels.

RETAIL STORES

In-person customer experience
Local sales & store execution
Community presence

CENTRAL CUSTOMER EXPERIENCE

Support & order assistance
Escalations & returns
Service resolution

ONLINE SALES

E-commerce & digital leads
Online conversion
Digital customer journey

MARKETING

Demand generation
Promotions & campaigns
Brand stewardship

SHARED CAPABILITIES · INVENTORY · TECHNOLOGY · ANALYTICS · TRAINING · FINANCE ·
PEOPLE / HR

Online sales should be integrated into the enterprise operating model — not treated as a separate company.

Clarifying who owns what.

DECISION	CORPORATE	REGIONAL	MARKET	STORE
Pricing Strategy	Owns	—	—	—
National Promotions	Owns	—	—	—
Local Promotion Execution	Sets standards	—	Coordinates	Executes
Store Scheduling	Sets policy	—	Monitors	Owns
Store Manager Hiring	HR supports	Approves	Accountable	Inputs
Sales Associate Hiring	HR supports	—	Monitors	Executes
Training Standards	Owns	Reinforces	Reinforces	Delivers
Performance Management	Sets process	Oversees	Executes	Executes
Customer Escalation	Final resolution	If needed	Escalation tier	First response

KEY: **Owns** = primary decision authority · **Coordinates** = shared / cross-functional input · **Executes** = implements the decision · **Supports** = advisory / monitoring role

Clear decision rights reduce escalation, duplication, and leadership bottlenecks.

Add leadership when complexity requires it — not when headcount does.



SUPPORTING CENTRAL CAPABILITIES ADD AS COMPLEXITY GROWS · TALENT / RECRUITING · TRAINING · COMPLIANCE · ANALYTICS · REAL ESTATE / EXPANSION · FIELD OPS · CUSTOMER EXPERIENCE

Pressure-testing multiple ways to organize for growth.

The right organizational structure depends on strategy, operating complexity, cost, leadership capacity, and where decisions need to live.

01

CENTRALIZED MODEL

STRUCTURE

Enterprise leadership retains greater control over operations, standards, resources, and major decisions.

ORGANIZATIONAL IMPLICATIONS

Fewer distributed leadership roles · Strong enterprise consistency · Greater executive oversight · More decisions move upward · Lower local autonomy

HEADCOUNT / COST IMPACT

Leadership Headcount: Lower · Management Cost: Lower · Decision Speed: Slower · Local Accountability: Lower

BEST WHEN

Consistency, standardization, and cost control are the highest priorities.

02

FEDERATED MODEL

STRUCTURE

Regional or business-unit leaders receive greater authority over people, operations, resources, and execution.

ORGANIZATIONAL IMPLICATIONS

More distributed leadership · Faster local decisions · Greater market responsiveness · Higher leadership investment · Increased risk of inconsistency

HEADCOUNT / COST IMPACT

Leadership Headcount: Higher · Management Cost: Higher · Decision Speed: Faster · Local Accountability: Higher

BEST WHEN

Markets, customers, geographies, or business units require significant local responsiveness.

RECOMMENDED DIRECTION

03

HYBRID MODEL

STRUCTURE

Enterprise standards remain centralized while execution authority moves closer to markets and operations.

ORGANIZATIONAL IMPLICATIONS

Targeted leadership additions · Clear central vs. local decision rights · Enterprise standards stay consistent · Faster execution where needed · Balanced cost and accountability

HEADCOUNT / COST IMPACT

Leadership Headcount: Targeted Increase · Management Cost: Moderate · Decision Speed: Balanced / Faster · Local Accountability: High

BEST WHEN

The organization needs scale, consistency, and local execution without adding unnecessary hierarchy.

Illustrative scenario comparison. Actual recommendations would be modeled using current headcount, compensation, reporting relationships, workload, financial data, and business strategy.

"Org design is not choosing the prettiest org chart. It is choosing the operating model that best supports the business."

A five-step consulting methodology.

01 DIAGNOSE • Review current org chart • Leadership interviews • Role inventory • Reporting relationships • Growth plans • Pain points	02 ANALYZE • Spans & layers • Role duplication • Decision bottlenecks • Structural benchmarks • Headcount / cost baseline	03 DESIGN • Future-state structure • 2–3 structural scenarios • Leadership hierarchy • Span options • Decision rights	04 VALIDATE • Leadership working sessions • Scenario pressure-testing • Headcount / cost implications • Business constraints • Refine recommendation	05 IMPLEMENT • Final org chart • Role charters • Transition roadmap • Communication plan • Hiring priorities
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Each phase produces working documents reviewed with client leadership. The design is collaborative — not delivered as a final answer but refined through dialogue.

What the client receives.

Organizational Assessment

- Current-state findings
- Structural gaps identified
- Role duplication
- Decision bottlenecks

Future-State Organization

- Executive structure
- Corporate functions
- Regional leadership model
- Market leadership design
- Store structure
- Online integration

Organizational Architecture

- Reporting relationships
- Spans of control
- Roles and responsibilities
- Decision rights
- Central vs. decentralized map
- Spans & layers analysis
- Structural scenario comparison
- Management-layer analysis

Growth Roadmap

- Near-term structure
- Future leadership triggers
- Expansion scenarios
- Headcount implications
- Cost considerations
- Workforce implications

Implementation Tools

- Final org chart
- Role charters
- Decision-rights matrix
- Hiring priorities
- Transition recommendations
- Executive decision memo

The goal is not simply a better org chart. It is an organization designed to scale.

Market / District Manager

Illustrative role charter demonstrating the format delivered to clients.

ROLE PURPOSE

Translate company strategy into consistent execution across a defined group of retail stores. The Market Manager is the primary accountability point between corporate leadership and store-level operations.

KEY ACCOUNTABILITIES

- Multi-store sales performance
- Store-manager development
- Operational consistency
- Talent planning
- Labor performance
- Customer experience
- Local execution

KEY DECISIONS

- Store-manager performance actions
- Local staffing escalation
- Resource allocation within market
- Operational priorities

KEY INTERFACES

- Regional Leader
- Store Managers
- HR · Recruiting · Marketing · Finance · Training

SUCCESS MEASURES

Revenue	Same-Store Sales	Labor Performance	Customer Metrics	Employee Turnover	Mgr Readiness
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WHAT THIS WORK DEMONSTRATES

ORGANIZATIONAL DESIGN · OPERATING MODEL · SPANS & LAYERS · DECISION RIGHTS · ROLE
ARCHITECTURE · GROWTH ENABLEMENT

Discuss an Organizational Design Engagement →

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