

Organizational Model Transformation

Client

A \$7B+ discount variety retailer with multi-banner, multi-channel, and multi-format operations in the U.S. and Canada

Challenge

- The client was rapidly expanding through acquisitions, eCommerce growth, and new store concepts
- Managing this increasingly complex business required a redefined merchandising structure
- Needed to clarify roles, responsibilities, and reporting structures to support future growth toward \$10B+ in sales

Approach

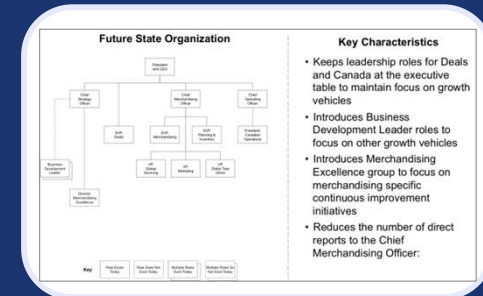
Designed a team-based organizational model aligning buying, financial planning, inventory, product development, sourcing, etc.

Key model characteristics:

- Buyer-centric structure with strong support functions
- Clear roles and responsibilities for process efficiency
- Banner-specific focus while maintaining enterprise collaboration
- Reduced organizational silos to improve cross-functional teamwork
- Defined career paths to support talent development and retention
- Enabled concept testing and innovation for merchandising strategies.

Impact

- ✓ CEO praised it as the most successful initiative in his tenure
- ✓ New structure deployed immediately, with active hiring for newly created roles
- ✓ Engaged to design and deliver training for the new organization
- ✓ One year later, the client requested a follow-up assessment, confirming strong adoption and organizational alignment



Case Study