

# Designing a Retail Organization for Future Growth

## INDUSTRY:



Retail and Manufacturing

## PRODUCTS AND SERVICES:



Pavement Preservation

# BUSINESS TRANSFORMATION STORY & BUSINESS CHALLENGE

A pavement preservation company is embarking on a transformative journey to redefine its retail organizational design and unlock new growth opportunities. While the company has long been a leader in pavement preservation solutions, evolving market dynamics and internal inefficiencies signaled the need for a strategic shift in its retail store operations.

The pavement preservation industry is competitive, requiring companies to balance operational efficiency with customer-centric service models. The company sought to assess its current organizational structure, identify gaps in leadership and staffing, and develop a blueprint for future scalability. The goal was to align its retail stores with a more customer-focused retail approach while enhancing internal operations.

Clarkston partnered with the company's leadership team to conduct an in-depth strategic assessment, analyzing current roles and processes. This led to the development of a future-state organizational model, including redesigned leadership roles, a refined staffing approach, and key enablers to drive operational excellence. Through benchmarking, data analysis, stakeholder interviews, onsite visits, and financial modeling, Clarkston provided actionable recommendations to optimize the company's retail stores, ensuring sustainable growth and enhanced customer experience.

## PRIMARY OBJECTIVES:

- Assess client's current retail organizational structure to identify inefficiencies, leadership gaps, and opportunities for operational improvement
- Evaluate staffing across retail stores, ensuring the right roles, leadership capabilities, and career pathing exist to support growth and enhance customer experience
- Conduct a financial impact analysis
- Benchmark client's retail stores against best-in-class retail and service organizations, identifying key operational and customer service enhancements
- Develop a future-state organizational blueprint with refined roles, leadership structures, and accountability measures to drive efficiency and collaboration
- Establish key enablers, including leadership training, improved forecasting, and customer service standards, ensuring sustainable long-term growth
- Provide a phased implementation roadmap to align the new design with client's strategic goals



## RESOLUTION:

- Identified the most critical challenges in client's retail stores, including leadership gaps, staffing inefficiencies, and operational roadblocks, to inform the future-state design
- Developed a financial model projecting cost and revenue impacts of the new organizational structure, ensuring alignment with client's long-term growth objectives
- Conducted benchmarking against industry-leading retail and service organizations to define best practices in staffing, customer experience, and operational efficiency
- Facilitated stakeholder interviews across leadership, retail stores, and sales teams to gather insights on existing challenges and opportunities for transformation
- Designed a future-state organizational blueprint, introducing new roles, refining leadership structures, and establishing clear accountability measures to drive efficiency
- Created a change management strategy, including leadership training, process enhancements, and a phased implementation roadmap, to support smooth adoption of the new structure
- Delivered a comprehensive strategic plan with financial diagnostics and actionable recommendations to guide client's retail transformation

## KEY BENEFITS:

- Delivered a detailed assessment of client's retail stores, identifying critical challenges and opportunities to enhance operational efficiency, leadership effectiveness, and customer experience
- Designed a future-state organizational blueprint with clear roles, leadership structures, and staffing recommendations, ensuring long-term sustainability and career development pathways
- Presented data-driven strategic recommendations to the executive leadership team, equipping them with actionable insights to drive the company's 5-year growth strategy and retail transformation



# KPIs

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- Conducted 33+ interviews to identify challenges and areas of opportunity
- Executed a company-wide survey with 98% response rate
- Conducted five on-site retail store visits in locations across the US
- Completed review of 60+ documents across various functions including financial, organizational, strategic, and more
- Developed a short- and long-term financial model with different scenarios to understand the impact of change from a financial perspective