

## Caselets

### **STAGE 1**

What are the specific tasks to be accomplished by your kitchen's employees? How many employees do you need? Draw an organization chart based on employee tasks (incl. management tasks). Each position on the chart will perform specific tasks or be responsible for particular outcomes. Should the chart resemble a pyramid, a wheel with hub and rim, or rather a network? Why? – 15 MINUTES

**Reflection**

Who makes decisions: founder alone or shared?

What's the risk of all employees reporting directly to the founder?

At this stage, what's the role of informal structure (trust, flexibility)?

**STAGE 2**

Three years later, your business is successful, and you want to open a second Kitchen three miles away. What challenges would you face running your business at two locations? Think about ensuring standards of work and quality, decision making regarding the business, indicators for the shops' economic success. Draw an organization chart that shows both business locations. – 15 MINUTES

**Reflection**

Should each manager have freedom, or should HQ decide everything?

What gets centralized (brand, menu, pricing)? What gets decentralized (local hiring, daily ops)?

How do you balance consistency vs responsiveness?

**STAGE 3**

Five years later, your business has expanded to five locations in two cities in the same country. How do you keep in touch with them all? How do you as the CEO coordinate and control what is going on in them? Draw an updated organization chart and explain your rationale for it. – 15 MINUTES

**Reflection**

When do you need a COO or city managers?

What's the right span of control for you and for the COO?

When should support functions (HR, Finance, Marketing) be created?

How much do formal structures risk killing early entrepreneurial culture?

**STAGE 4**

Twenty years later, you have 75 business locations in five different countries. What issues and problems do you have to deal with through organization structure? Think about hierarchy, centralization/decentralization, your, i.e. the CEO's span of control, effective reporting of business results to headquarter, effective communication from headquarter. Draw an organization chart for your organization, indicating who is responsible for customer satisfaction, and explaining how information will flow through this enlarged organization. – 15 MINUTES

## **Reflection**

Should Organization organize by geography, product, or function?

Do you adopt a matrix or keep it simple?

What should be standardized globally (brand, values, quality standards)? What must stay local (menu, hiring, regulations)?

How does culture interact with structure at this global stage?