

## Summary

Design Principle	Underlying Concern	Why It Matters	Implication for Case
<b>1. Differentiation vs. Integration</b>	Complexity vs. coordination  Specialization drives efficiency; integration ensures synergy	Too much differentiation → silos; too much integration → overload	Early stage: lightweight roles, informal coordination. Scaling stage: need cross-functional teams.  R&D chefs, supply chain, and marketing need clear roles <b>but</b> also cross-functional teams to align product launches
<b>2. Centralization vs. Decentralization</b>	Speed of decisions vs. local empowerment	Centralization → consistency; decentralization → responsiveness	Early: centralize under founders. Growth: decentralize to unit heads for agility.  HQ must set brand standards, but local cafes need autonomy for menu tweaks & customer engagement
<b>3. Formalization vs. Flexibility</b>	Clarity vs. creativity	Rules ensure reliability; flexibility fosters innovation	Early: minimal rules to innovate. Expansion: add SOPs for consistency.
<b>4. Mechanistic vs. Organic</b>	Stability vs. adaptability	Mechanistic works in predictable contexts; organic thrives in dynamic ones	Salad Days operates in fast-changing urban market → lean organic.
<b>5. Span of Control</b>	Supervision vs Empowerment	Narrow spans = supervision; wide spans = empowerment	Early phase: narrow spans (training staff); scaling: broader spans with empowered store managers
<b>6. Standardization vs Customization</b>	Efficiency vs. customization	Global consistency ensures brand identity; local tweaks attract customers	Local menus/events important for neighbourhood vibe; core brand centralized.
<b>7. Short-term vs. Long-term</b>	Operational efficiency vs. future viability	Exploiting today vs. exploring tomorrow	Balance efficient delivery with continuous innovation (menus, formats).