



## Case Study: Strategic Decision Model (National Franchisor)

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# Summary

A National Retail Franchisor with hundreds of locations across the country was struggling to maintain consistency and efficiency in its operations as it expanded. It's mixture of franchisees and company-owned operations created further conflicts among the management. Rapid growth over the past few years had already tested both informal and inconsistent decision-making processes across its corporate leadership team. This resulted in operational inefficiencies, inconsistent customer experiences, and financial underperformance, signaling a need for a more structured approach to decision-making.

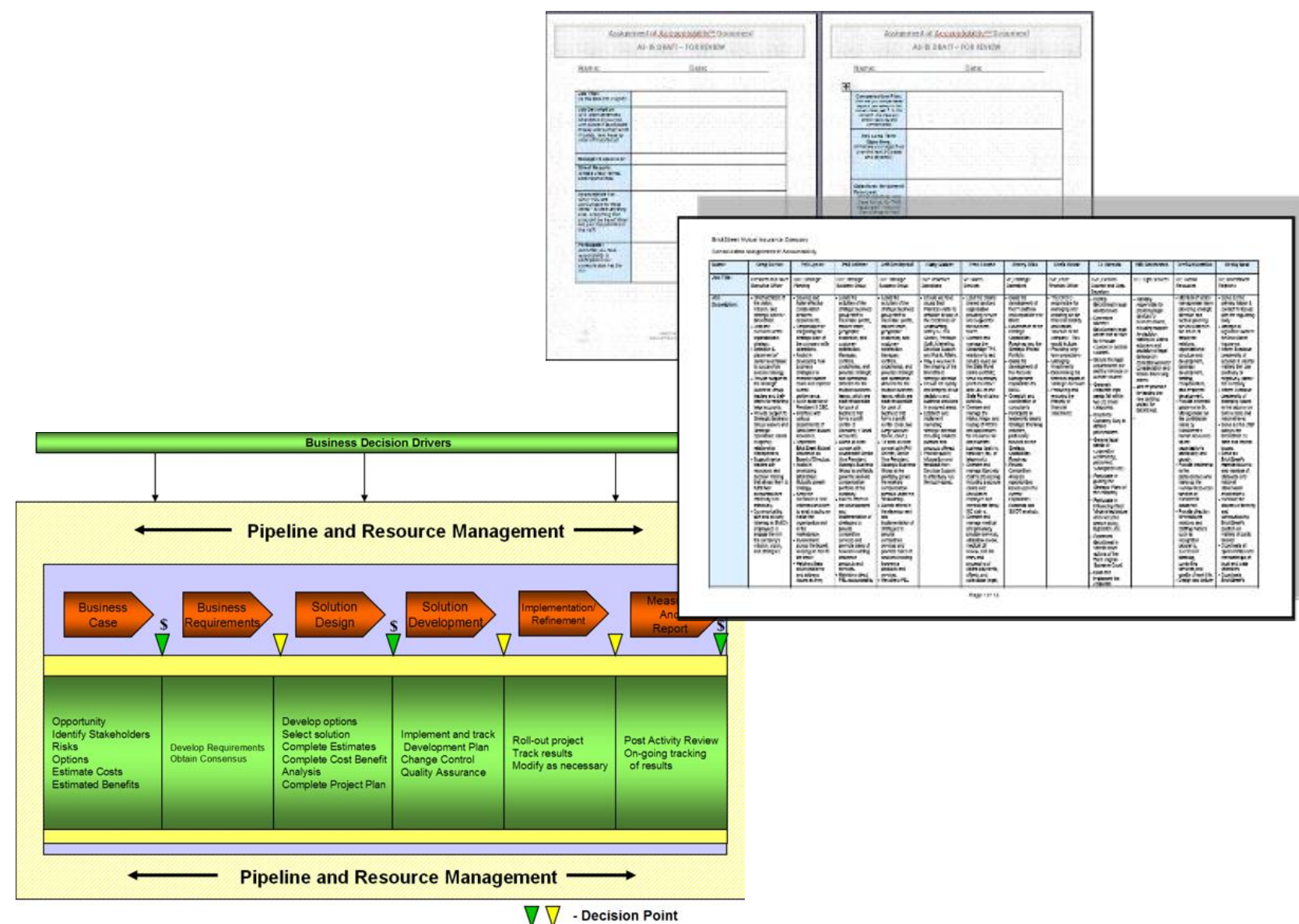


# Challenges



- ▶
**Inconsistent Decision-Making:** Franchisees and regional managers were making decisions independently, leading to varied outcomes and a lack of uniformity across locations.
- ▶
**Operational Inefficiencies:** The absence of a standardized decision-making process resulted in inefficiencies, delays, and increased costs.
- ▶
**Quality Control Issues:** Inconsistent decisions affected the quality of products and services, leading to customer dissatisfaction and negative brand impact.
- ▶
**Dependency on Key Individuals:** The success of certain regions relied heavily on a few high-performing franchisees or managers, creating vulnerabilities if those individuals left or burned out.
- ▶
**Lack of Innovation:** slow identification and resolution of problems led to an overall lack of innovation to address the needs of their customers and an ever-expanding list of competitors.

# Solution

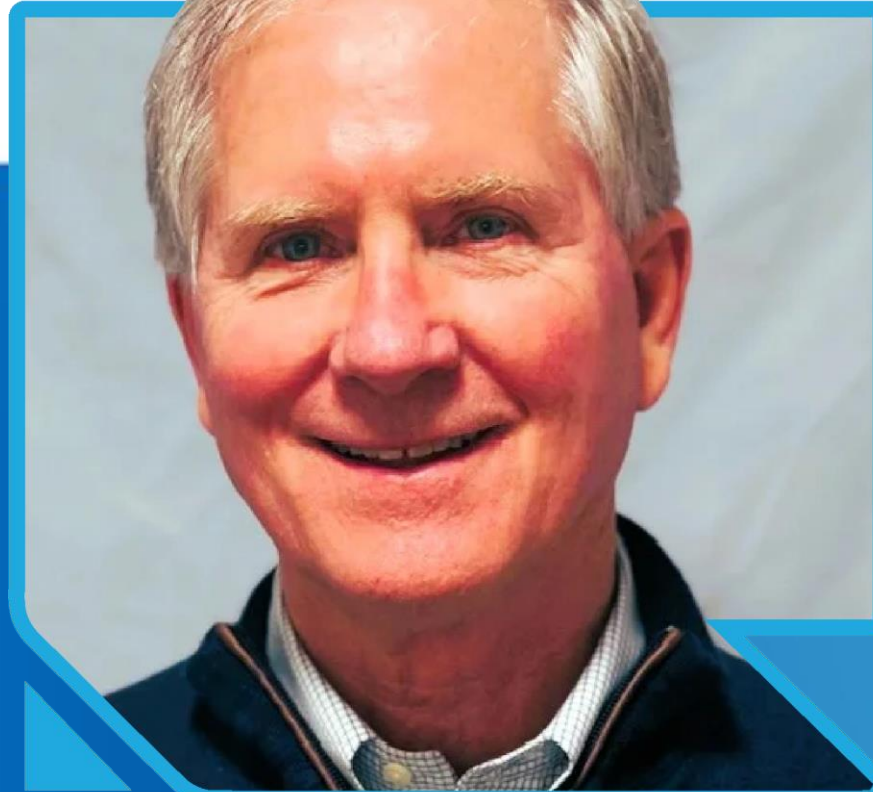


- ▶ **Accountability:** Clear delineation of roles and responsibilities with associated authority
- ▶ **Uniformity with Flexibility:** The SLDM standardizes decision-making while allowing for flexibility based on the specific issue, ensuring a common approach across financial, strategic, and personnel decisions.
- ▶ **Empowered Decision-Making:** Leaders can confidently delegate decisions, knowing they are thoroughly vetted, allowing teams to make informed choices at the right levels.
- ▶ **Business Case Alignment:** Critical decisions involving significant investments are supported by strong business cases, aligning with the organization's strategic goals and minimizing risks.
- ▶ **Disciplined Process:** The SLDM enforces discipline, ensuring that decisions are fact-based and aligned with long-term goals, reducing the risk of impulsive choices.
- ▶ **Efficiency in Decision-Making:** The model streamlines the process, enabling quick, informed decisions that keep the organization agile and responsive to changes.



# Successful Conclusion

The adoption of the Strategic Leadership Decision Model (SLDM) at the National Retail Franchisor significantly improved consistency and accountability across the franchise network. By addressing inconsistent decision-making, operational inefficiencies, and reliance on key individuals, the SLDM introduced a structured approach that enabled faster, more informed decisions. This data-driven process reduced risks, improved financial performance, and enhanced the customer experience. Ultimately, the SLDM positioned the franchisor for long-term growth and stability, ensuring operational excellence and consistent customer satisfaction across all locations.



**Rick Hasty**  
Managing Partner

Rick has been a management consultant, executive coach, and facilitator to senior executives and their teams for more than 30 years. Working with leadership teams across industries in North America and throughout the world. He is an author and keynote speaker on the important topic of leadership development. He formed LNG after serving in management roles at PwC for 12 years. He previously founded Conequity Resources, a management consulting firm acquired by PwC in 2010.



**Aaron Andrade**  
Senior Consultant

Aaron has 20 years' experience as a senior leader, executive coach and management consultant creating organizational development programs that increase employee engagement, develop leaders and achieve business goals. Working in multiple industries, his coaching and team building strategies have received recognition in leading companies like The Boston Globe, Year Up and the U.S. Army where he was awarded a bronze star for his service in Iraq.