

The background of the slide features a light gray, textured surface with a subtle, concentric circular pattern emanating from the center. Scattered across this background are numerous realistic water droplets of various sizes, some with soft shadows, giving the impression of a clean, slightly moist surface.

ORGANISATIONAL STRUCTURE DESIGN AND ITS IMPACT ON PERFORMANCE: A CASE STUDY OF WAITROSE & PARTNERS

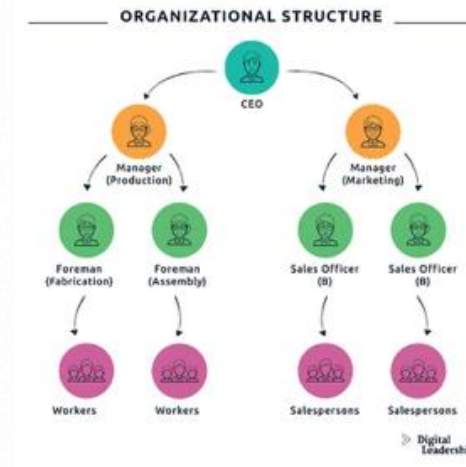
INTRODUCTION: ORGANISATION & CONTEXT

- Waitrose & Partners is a network of luxury supermarkets in the UK.
- Partnership John Lewis owned by employees.
- Operates 300+ stores in the UK
- More than 50,000 collaborators (Waitrose and Partners, 2026)
- The structure has an impact on performance, culture and decision making.
- The retail business needs to be flexible and coordinated. (Source: thegrocer.co.uk, 2020)



CONCEPT OF ORGANISATIONAL STRUCTURE

- Organisational structure: defines authority, roles and communication.
- Shown using organisational charts (John Lewis Partnership, 2024)
- Determines decision-making speed
- Influences leadership and control
- Impacts organisational performance (CIPD, 2023)
- Poor structure → delays, conflict, inefficiency



(Source: wallstreetmojo.com, 2023)

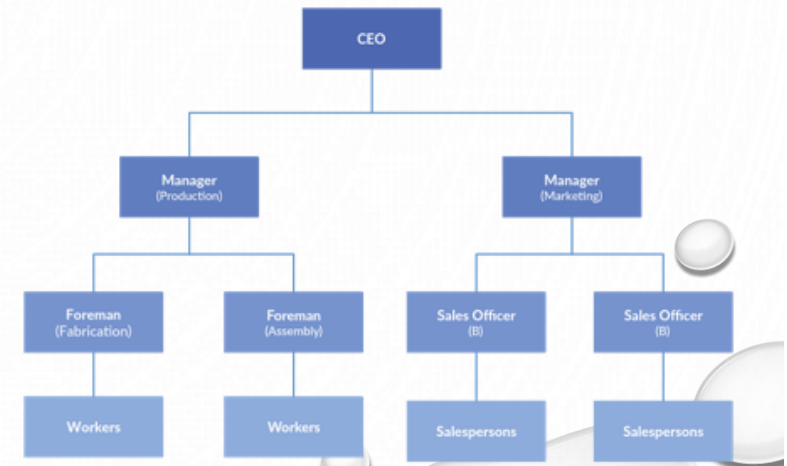
IMPORTANCE OF STRUCTURE IN RETAIL PERFORMANCE

- Retail is a demand of quick store-to-store interaction.
- High number of employees requires hierarchy.
- The coordination of the supply chain is crucial (McCartney and Fu, 2022).
- Customer service is based on role clarity.
- Economy of costs is structural.
- (Source: wallstreetmojo.com, 2023)
- Waitrose is concerned with quality service model.



FUNCTIONAL STRUCTURE DESIGN

- Employees grouped by specialisation
- Departments: Finance, HR, Marketing, Operations, IT, Supply Chain.
- Decentralised decision making (Teng, Wu and Yang, 2022)
- Efficiency in daily tasks.
- Fits well in stable settings.
- Waitrose, employed at head office level.



(Source: Vollmar, 2020)

FUNCTIONAL STRUCTURE EVALUATION

Advantages

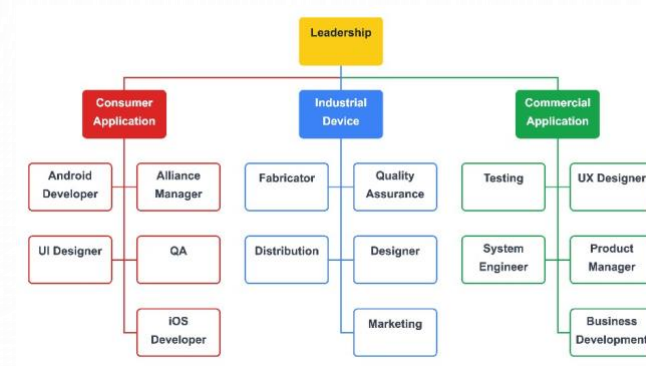
- Specialisation enhances productivity.
- Definitive authority relations (Mondon-Navazo et al., 2022)
- Cost control easier

Limitations

- Delay in interdepartmental communication (Lengnick-Hall et al., 2023).
- Weak flexibility
- Limited innovation

Impact on Waitrose

- Strong for administration
- Poor in store performance.



(Source: lexchart.com, 2025)

DIVISIONAL STRUCTURE DESIGN

- Organisation categorised by business unit.
- Waitrose of John Lewis Partnership divisions (McCartney and Fu, 2022).
- Divisions Waitrose, John Lewis Retail, Online, Support Services.
- There is a division manager in each division (Alvesson and Sveningsson, 2024).
- Decisions made quicker at the divisions.
- Applicable to big organisations.

DIVISIONAL STRUCTURE EVALUATION

Advantages

- Flexibility across regions

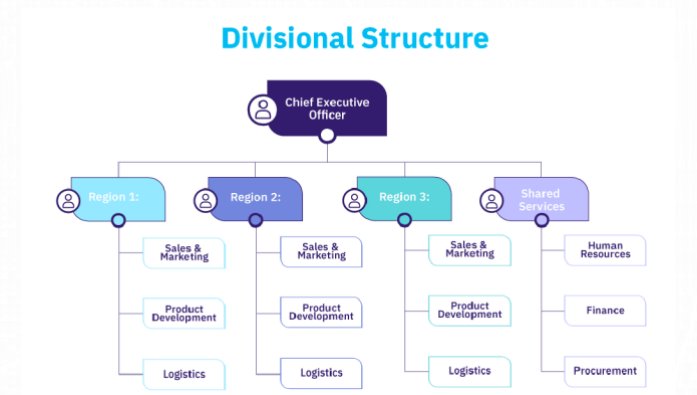
- Better customer focus
- Increased decision-making speed (Teng, Wu and Yang, 2022)

Limitations

- Higher cost
- Possible duplication
- Risk of poor coordination

Impact on Waitrose

- Fosters store level autonomy.
- Improves service quality

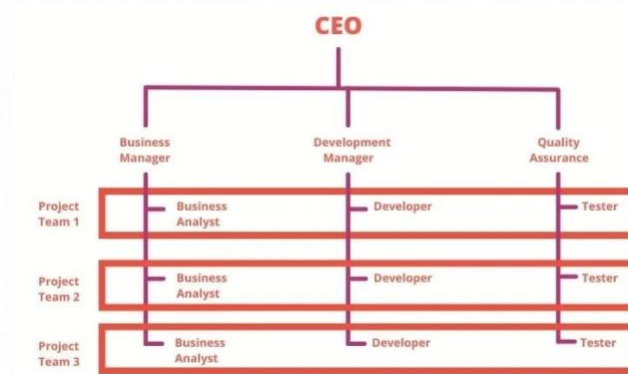


(Source: aihr.com, 2024)

MATRIX STRUCTURE DESIGN

- Dual reporting lines.

- Reporting, store manager: to functional manager.
- Project and shop process application (Corrado et al., 2022)
- Encourages teamwork
- Improves innovation
- Complex to manage



(Source: functionly.com, 2023)

MATRIX STRUCTURE EVALUATION

Advantages

- Better communication
- Cooperation (Roundy and Lyons, 2023)

- Flexible decision making

Limitations

- Conflict in authority
- Role confusion
- Extremely high management skill entailed.

Impact on Waitrose

- Useful for large projects
- Problem with the routine activities.

The Role of Leadership in Group Decision Making



(Source: [fastercapital.com](https://www.fastercapital.com), 2025)

STRUCTURE, CULTURE AND PERFORMANCE

- Waitrose uses mixed structure
- Functional for control
- Divisional for flexibility
- Matrix for coordination
- Culture is affected by ownership of the employees.
- High service quality is supported by structure.



(Source: locusassignments.com)

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The background of the slide is white and features several realistic water droplets of various sizes. Some droplets are at the top left, some are near the center, and a cluster of larger droplets is on the right side. The droplets have highlights and shadows, giving them a three-dimensional appearance.

THANK YOU

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