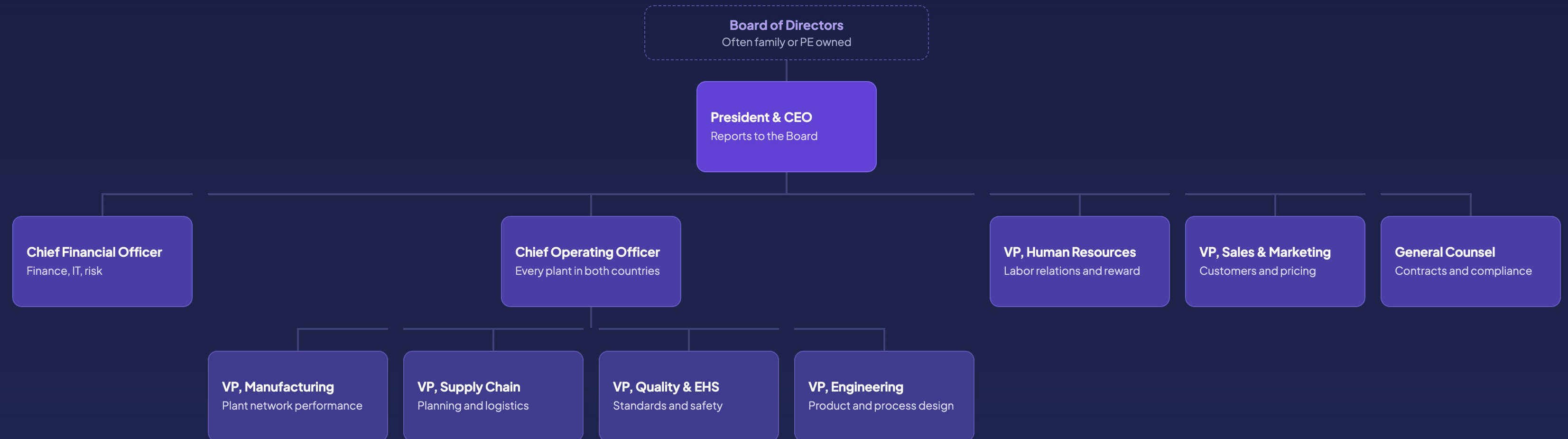


US & Canada manufacturer, ~3,500 employees

Five executives report to the CEO, but only one of them — the COO — carries the operating organization. Everything that makes product rolls up through four functional VPs beneath them.



Reporting logic One executive carries nearly all the headcount; the rest is corporate staff. Level by what reports up rather than by where the box sits — the VP of Manufacturing here out-scopes several of the CEO's other direct reports combined.