Regain Control When Retail Expansion Outpaces Visibility

How retail program owners can improve visibility, forecasting, and governance across multi-site delivery

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Part of retail construction management is opening the next store.

But it’s also about keeping a clear view across site selection, design, permits and approvals, landlord coordination, subcontractor management, cost control, store opening schedules, handover, and future capital work.

That work might spans new stores, remodels, relocations, retrofits, rebrands, repurposing projects, and facility upgrades happening at the same time.

You might manage most of that work in-house, or you might rely on outside property management, general contractors, and regional partners.

Either way, you’re still responsible for answering the same questions:

- ☐ Where are we exposed to risks?
- ☐ Which openings or projects are slipping?
- ☐ Are we still on track with our forecast?
- ☐ What are we committed for active projects across the portfolio?
- ☐ Which regions, partners, or projects need attention now?

These updates technically exist somewhere, usually in a spreadsheet or email folder. But when those reports depend on spreadsheets, inboxes, contractor systems, and disconnected finance tools, portfolio visibility starts to break down.

Fragmentation usually shows up in three places: roll-up reporting, forecasting, and regional consistency.

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Retail growth needs an owner view

As retail portfolios grow, the challenge is not just delivering more locations. It is keeping a portfolio-level view across the full lifecycle of the work.

That includes early-stage activities like site selection and permitting, active delivery across multiple stores and regions, and the longer-term history you need for strategic future capital decisions.

This is where many retail organizations get stuck: project execution may be happening, but the portfolio view is always being manually rebuilt. It’s easy for things to fall through the cracks.

1. **Regional roll-ups don’t match reality**
2. **Financial forecasts keep shifting**
3. **Each region or partner has a different approval process**

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Regional roll-ups don’t match reality

Monthly and quarterly reporting often takes too long to consolidate.

At the project level, updates may exist. At the portfolio level, leadership is still trying to piece together the full picture across store openings, remodels, relocations, and retrofit waves.

Where visibility breaks down

- Regional teams have their own reporting processes
- External contractors and subs work from their own systems
- Change activity and commitments are reconciled manually
- Portfolio visibility only occurs after reports are finalized

Why it matters

When reporting comes together late, exposure appears late.

Opening dates slip. Permit approvals stall. Change trends are invisible until it’s too late to act. This means executive reviews become backward-looking, and leadership teams spend more time validating the report than using it.

What “good” looks like

- Regional roll-ups follow common definitions
- Store projects can be compared across regions
- Internal and external teams report through a shared framework
- Executive reviews focus on decision, not reconciliation

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Customer Snapshot

FLOOR & DECOR®

Floor & Decor needed a better way to manage reporting and cost visibility for its fast-growing retail program.

As the company expanded, manual reporting created friction, and active-project information had to stay tied to the right cost entities without disrupting ongoing work.

Floor & Decor used Kahua to standardize financial workflows and reporting, migrate 175,000 documents (4 TB), support collaboration across about 35 vendors per project, and expand reporting access to roughly 100 monthly internal users. As a result, they gained clear cost visibility and reporting at the project and program level, while scaling their program controls. (Read the full case study)

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Financial forecasts keep shifting

Some forecast movement is normal for retail.

Site conditions change. Permit timing slips. Scope evolves. Vendor issues ripple across multiple locations. Prototype updates affect entire waves of work.

But if forecasts change with every cycle, the issue may be structural.

Where forecasts break

- Change orders affect multiple stores at once
- Budget revisions cascade across programs
- Commitments appear late in forecasts
- Finance is reconciling disconnected systems and duplicate data

Why it matters

Reporting is really a governance issue.

When cost data, approvals, and financial records don’t match, your leadership loses confidence in the forecast. In response, leaders may be slower to approve the next wave of store openings or release budget for planned remodels.

What “good” looks like

- Forecasts reflect committed cost faster
- Finance and construction work from the same numbers
- Program-level cost movement is easier to explain
- Expansion pacing decisions become more clear

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Each region or partner has a different process:

One region has a clean approval process. Another still routes decisions through email.

One contractor uses the current template. Another reports in their own format.

One team escalates issues early. Another waits.

Retail expansion depends on repeatable delivery. When processes vary, the portfolio loses the consistency that makes multi-site programs efficient.

Where it breaks

- ☒ Regional workflows evolve independently
- ☒ Contractors and partners follow different operating practices
- ☒ Approvals and change processes vary by team
- ☒ Reporting and documentation standards drift over time

What “good” looks like

- ☑ Core approvals follow a defined structure
- ☑ Reporting and documentation are consistent across regions and partners
- ☑ Leaders compare performance without manual translation
- ☑ Portfolio issues can be traced to the store, region, or partner responsible

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Stable expansion depends on keeping project data in an owner-controlled environment.

Organizations that manage growth confidently are creating a clear owner view across regions, partners, programs, financial systems, and future capital decisions. **Does this sound like you?**

Fragmented Portfolio	Structured Portfolio
Regional spreadsheets	Unified portfolio reporting
Manual forecast updates	Connected capital forecasting
Email-driven approvals	Structured governance workflows
Disconnected financial reconciliation	Integrated capital and finance visibility
Reactive executive reviews	Early exposure visibility
Inconsistent regional reporting formats	Standardized cross-region templates
Change orders reconciled after impact	Real-time impact visibility across programs
Project records scattered across partners	Owner-controlled system of record

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Kahua for retail

Retail expansion doesn’t slow down.
But visibility can catch up.

That’s where Kahua’s construction project management platform comes in.

For example, if you’ve installed 5000 A/C units and one catches fire, you need to be able to locate all the other units and do fire prevention.

Capture asset data during construction

Collect project data as the site is being built: Model numbers, service instructions, warranty information, location, and more. So you have all the information you need, in a standardized format, when it’s time for project handover.

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Analytics

Use the real-time dashboards and drill-down reporting in Kahua Analytics to track project health, financials, milestones, risks, and approvals across the portfolio.

Configurable project and portfolio structure

Structure unique projects differently in Kahua—with different workflows, approval processes, contractors, etc.—while rolling up diverse project information into a detailed portfolio view for executives.

Audit trails and ERP

Stay in control with secure, permission-based access, clear audit trails, and robust ERP integrations for financial and other third-party data.

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Kahua was built with retail construction in mind.

Learn more about all the capabilities of the Kahua platform.

Talk to us

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