

THE ARCHITECTURE · A FIELD REFERENCE

The Five-Layer Model™

Every warehouse operation, regardless of size, client mix, or technology platform, succeeds or fails at five distinct layers. The layers stack. The stacking order is not negotiable. *The Warehouse Standard* series is organized around this model — one volume per layer.



MATURITY STATES · applied to every layer · score what the floor can prove

Reactive

The floor is absorbing too much instability. Symptoms managed, not causes.

Consistent

A repeatable base, but controls are not yet strong. Required before the next layer can begin.

Governed

The layer can support heavier documentation, training, and compliance work.

Self-Correcting

The operation detects and corrects drift before it becomes a visible failure.

THE RULE: Do not skip a layer. Each layer must reach *Consistent* before the next can begin meaningful work. **Work the lowest constraint first.**