077 Rules of Thumb Are Not a Strategy

Perspective Fieldbook · https://kb.jeffreysummers.com/docs/077-rules-of-thumb-are-not-a-strategy-2/

The Demand

Before you plan tomorrow's labor or food cost target, throw out the industry rule of thumb — the 30% labor, the 28% food cost — and check it against your own actual numbers and outcomes instead. Those benchmarks are survivorship-bias averages, not a strategy for your specific building.

The Work

Name the industry rule of thumb you currently plan to:

☐ Labor at 30%

☐ Food cost at 28%

☐ Other:

Throw it out. Check your own actual numbers instead:

Your actual number:

Your actual outcome (Guest experience, retention, margin) at that number:

What is specific to your building that the industry composite cannot capture — your lease, your labor market, your menu pricing, your Guest?

The number you will build from your own outcomes, not someone else's average: