109 Hold and Deepen

Perspective Fieldbook · https://kb.jeffreysummers.com/docs/109-hold-and-deepen-2/

The Demand

Write down the number of locations you intend to operate at your best. If the answer is one, run the operation tomorrow as if deepening it is the growth strategy — because it is. Identify one investment you have been deferring because it felt like an expansion decision. It isn't.

The Work

The number of locations you intend to operate at your best:

If the answer is one — the version of "deepening" you have not yet committed to:

The investments you have been deferring because they felt like expansion moves rather than single-unit moves:

Investment 1:

Investment 2:

Investment 3:

The one you are going to make this quarter, and what it deepens (Guest relationship, culture, product, operational discipline, marketing depth):

The complacency risk you are running by holding without intention (the areas where "one location" has become an excuse to stop building):

The compounding you expect from deepening over the next 12 months that you would not get from expanding:

The story your P&L will tell 24 months from now if you hold with intention versus hold by default: