2015 The Product Is Never Finished

Product Fieldbook · https://kb.jeffreysummers.com/docs/2015-the-product-is-never-finished-2/

The Demand

Before your next shift, pick the single most persistent problem in your product — the menu item that keeps generating waste without generating loyalty, the friction point that shows up at the same moment every shift, or the price point Guests keep questioning in a way that suggests something isn't landing. Run it through the drill: name the visible symptom precisely, ask why it keeps reproducing itself, then ask what constraint makes that mechanism possible. Ask the cast member closest to the problem what they see before you decide anything. Commit to one incremental change for the next period, not a full rebuild, and name the Guest, cast, and vendor relationships that change will touch before you make it.

The Work

The persistent product problem you are drilling into:

Level 1 — the visible symptom, stated precisely as one observable result:

Level 2 — why does this symptom keep reappearing:

Level 3 — the constraint producing that mechanism (a system, a standard, a Guest expectation, a cost structure, a belief):

Level 4, if needed — was that constraint designed deliberately or did it develop by default:

The cast member closest to this problem, and what they told you that you didn't already know:

Incremental change or hard reset — which category this constraint falls into, and why:

Who else in the ecosystem this change touches — Guest, cast, vendor, community, landlord:

How you will communicate the direction and the reason to each of them before you make the change:

The one incremental test you will run this quarter — the smallest version of the fix, on one Tuesday, at one table, or in one daypart:

How you will know, concretely, whether it earned its place: