2090 Build to Sell

Product Book · https://kb.jeffreysummers.com/docs/2090-build-to-sell/

Build to sell is not an exit strategy. It is a construction standard.

When you build something as if someone knowledgeable and demanding is going to evaluate it with fresh eyes — your systems, your culture, your documentation, your financial controls, your physical plant — you build it better than you would if you were only building it for yourself to operate.

The operators who skip the employee handbook, the written job descriptions, the formal development materials tell themselves they will get to it once they are open and things settle down. Things do not settle down. The operation absorbs the exact habits and structures you establish in pre-opening and runs on them. If you built documentation into your pre-opening process, your business runs on documentation. If you didn't, it runs on tribal knowledge — and tribal knowledge walks out the door with the people who have it.

Build to sell is the discipline that makes the rest of the pre-opening arc matter. Not because you plan to sell. Because the standard you build to determines the business you end up with.