2175 The Product That Lands in the Cycle

Product Book · https://kb.jeffreysummers.com/docs/2175-the-product-that-lands-in-the-cycle/

The plate that arrives correctly executed is not automatically a positive perception. It arrives inside a cycle — filtered through the Guest's expectations of this building, their previous perceptions of similar experiences, and the emotional state they carried in from the rest of their day.

The Michelin-starred restaurant whose lukewarm dish feels like a significant failure — because the expectations are set so high that any deviation registers as a miss. The casual diner whose fast, friendly service and generous portion produces a rave — because the expectations created space for the experience to exceed them.

The product operator who understands the [Human Experience Cycle] designs for the full perception, not just the execution. Three questions before any product decision:

What expectations does this product experience create? The menu language, the price point, the photographs, the reputation — all of them are setting the expectation the Guest will use to filter the actual experience. The operator who prices premium and delivers average has created a perception gap that no execution quality can close.

How much effort does this product require of the Guest? The ordering system that requires three steps for a simple modification. The menu that requires the server to explain every item before the Guest can decide. The reservation system that creates friction before the Guest has arrived. Effort is not just physical — it is cognitive. Every moment the Guest has to work to get what they came for is a moment the perception is being degraded regardless of the outcome.

What emotion does this product produce? Not what emotion was intended — what emotion was produced. The beautiful plate that arrives cold. The warm dessert that arrives with a genuine recommendation from a server who cares. The experience of being seen in the ordering process versus being processed through it. Emotion is the dimension the operator controls least and influences most.