2305 The Migration Moving Product From Road 1 to Road 2

Product Book · https://kb.jeffreysummers.com/docs/2305-the-migration-moving-product-from-road-1-to-road-2/

The architecture is described. The diagnostic is run. The operator knows the rung. The question that remains is the only one that matters operationally: what do you actually do on Monday?

The migration from Road 1 to Road 2 in Product is not a rebrand, a training day, or a culture initiative. It is a sequence of concrete architectural decisions made in a specific order. The order matters because each move creates the condition the next move requires. Skip the sequence and the moves don't hold.

Move 1 — Run the Subtraction/Addition Master Test

Before anything is added, identify what needs to come out.

Every Road 1 operation carries gimmickry — buying attention it couldn't earn, removing humans from touchpoints where humans add value, holding standards static while the category moves. None of those come out on their own. The operator has to name them and remove them deliberately.

Run the test on every tool, promotion, and standard currently in the operation. For each one: does this subtract from the Guest's experience of the operation, or does it add? Subtraction comes out. Addition stays. Gimmickry that has been running long enough to feel like infrastructure is still gimmickry.

This move creates space. The operator cannot install Road 2 architecture on top of Road 1 debris. The debris has to go first.

Move 2 — Install the Connection Floor

With the subtractions cleared, the operator designs the minimum standard every Guest receives in every interaction — what they must feel, notice, and experience regardless of which cast member is working, which shift it is, or how busy the floor is.

The Connection Floor is specific and observable. "Be friendly" is not a floor. "Make eye contact and acknowledge the Guest within 10 seconds of entering the interaction" is a floor. The floor gets written, trained, and enforced. Every pre-shift references it. Every coaching conversation measures against it. Every cast member knows it exactly.

The floor is not the destination. It is the load-bearing minimum below which no Guest interaction falls. It is what makes every subsequent move possible.

Move 3 — Run the H-Ladder Progression

With the floor installed, the operator begins the climb. Each band of the Gulf of Resistance requires a specific move.

H^{-} to H^{1}: name and eliminate the obvious anti-hospitality behaviors. The host who doesn't look up. The server who recites instead of converses. The check dropped before the Guest signals readiness. These are not personality failures — they are architectural outputs. Name them as such and correct them at the standard level, not the individual level.

H^{1} to H^{2}: move from correct to intentional. The sequence runs — now train the cast to run it with awareness of the Guest's E state at each step. Immersion, Awareness, Desire, Action. The tasks don't change. The intent does. Pre-shift questions replace script drills: "What does this Guest need to feel in the first 60 seconds tonight?"

H^{2} to H^{3}: design the signature relational moves that are authentic to your [MDV]. These are not imported from another operation. They are built from what this operation does better than anyone else in its market and encoded into role design, standards, and training so they happen whether the operator is watching or not. The system becomes the source.

Move 4 — Reframe the Rising Costs Response

At each stage of the migration, cost pressure will arrive and offer the operator a reason to stop. The portion compress. The staffing cut. The training budget trim. Each one feels like survival. Each one is the Road 1 response to a Road 2 problem.

The [Rising Costs Argument] runs here as a reframe, not a lecture. The operator investing in the migration is not spending against the cost pressure — the operator is building the only asset that compounds against it. A Guest base trained to expect excellence pays a price the competition cannot undercut. A cast trained to deliver the Connection Floor on every shift produces a standard the Guest notices and returns for. The migration is not a casualty of rising costs. It is the correct

response to them.

Make each move concrete before moving to the next. Policy changes, standard rewrites, pre-shift questions, metrics that measure the right side of the ledger. The migration is not a philosophy. It is a build sequence. Run it as one.

What Changes Tomorrow

Run Move 1 today. Pull the tools, promotions, and standards currently in your operation and run the subtraction test on each one. Name what comes out. That list is your starting point. The migration begins with subtraction, not addition — because you cannot build Road 2 on top of what Road 1left behind.