2560 The Last Mile Is Not Yours

Product Book · https://kb.jeffreysummers.com/docs/2560-the-last-mile-is-not-yours/

The operation does not end at the four walls. It ends at the Guest's door.

Every operator playbook ever written assumes the product gets handed across a counter or set down on a table. The cast member who made it is in the room. The kitchen manager is in the room. The operator, if they are doing the job, is in the room. Responsibility for what the Guest receives is matched by authority over how it gets there.

Delivery breaks it.

The moment the bag leaves the pass, the operator still carries responsibility for the Guest's outcome — the temperature, the timing, the condition of the food, the tone of the handoff, the recovery if it goes wrong — but authority over the half of the experience that happens in the car, on the road, at the door, is gone. Handed to a driver the operator may not have hired, on a route the operator did not set, inside a platform the operator does not control.

This is not a logistics problem. It is a product problem. The last leg is part of the product. The Guest does not separate the food from the trip. They rate the whole arc. The operator owns the rating either way.

Three forms exist. First-party delivery. Third-party delivery. Hybrid. Most operators are running the third one whether they planned to or not. None of the three solves the structural break. Each one trades a different piece of authority for a different piece of reach.

The last mile is not yours. Run it like it is anyway.