2565 The Last Mile Reckoning

Product Book · https://kb.jeffreysummers.com/docs/2565-the-last-mile-reckoning/

The delivery chapter ends the same way it began: with a structural break that no platform, no driver program, and no technology stack resolves.

The operator who delivers is responsible for a product experience they cannot fully control. The authority stops at the pass. The responsibility does not. The Guest does not separate the food from the trip. The operator owns the rating on both.

What changes when this is understood: the operator stops treating delivery as a channel bolt-on and starts treating it as a product extension with its own design requirements. The packaging is a product decision. The driver program is a people decision. The platform mix is a positioning decision. The Guest relationship strategy is a relationship decision.

None of it is logistics. All of it is operations.

The four walls were never the business. They were the most visible part of it. The last mile always existed — in the Guest's experience of every touchpoint before and after the table. Delivery just made it visible, put a driver in the middle of it, and handed the operator a bill for pretending it wasn't there.

The last mile is not yours. That is the condition. Run it like it is anyway. That is the standard. The gap between the condition and the standard is where operators either build something that holds or watch the delivery product erode what the dining room spent years building.

There is no neutral. There is no "we'll figure it out as we go." There is only design or default.