2790 The Product That Was Never Examined

Product Book · https://kb.jeffreysummers.com/docs/2790-the-product-that-was-never-examined/

The menu that was built three years ago and has not been examined since. The plate spec that was set at opening and has drifted through a hundred small adjustments that nobody paused to audit. The physical environment that was designed before the first Guest and has not been evaluated since the hundredth thousand. The experience architecture that made sense when the concept opened and may not make sense now.

[The Designed Pause] in the Product fundamental is the scheduled audit — not triggered by failure, not driven by complaint, but built into the operating calendar as a non-negotiable examination of whether the product is still the right product.

The strategic pause before every product change — the menu item being added, cut, or repriced. The service standard being raised or adjusted. The physical change being made to the environment. Every one of these deserves a pause before commitment — not to slow the decision but to examine it from the Guest's perspective before the building has to live with the consequences. The operator who pauses before a menu change and asks "what does this change feel like to the Guest who has been ordering the item we are replacing?" produces a better implementation than the operator who announces it at the pre-shift and discovers the friction in real time.

The reflective pause on the product cadence — the quarterly menu engineering review that is scheduled regardless of whether anything feels wrong. The annual experience audit that walks the building as a Guest would walk it. The periodic plate walk that compares current execution to the original spec. These are the pauses that catch the drift that [Activity Crowding] hides — the slow, gradual drift from the product the operator intended to the product the building is actually producing.