Do You Do Openings And Pre-Opening Work

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Yes, with one condition that decides whether the work is worth doing.

Why This Is The Cheapest Read You Will Ever Buy

A pre-opening engagement is the only point in an operation's life where the architecture can be chosen rather than repaired. Every constraint I get called about later — the labor model that cannot flex, the mix that cannot carry the rent, the lead bench that was never designed, the Guest Experience nobody ever defined — was installed before the doors opened, usually by default rather than by design. Fixing it afterward means fighting the building you already built.

The Condition

You have to be willing to decide which road you are on before anything gets designed. A transactional operation and a relational one are different machines. They price differently, staff differently, train differently and measure differently, and almost every failed opening I have read in forty-five years was an operator building one while intending the other.

If that decision is already locked by a lease, a build-out and a concept deck, the work becomes damage assessment rather than design. I will still tell you honestly what you have built. Just understand which of the two you are buying.

What It Is Not

It is not concept creation and it is not a branding exercise. I read and design operating architecture — how the operation will actually produce what it intends to produce, who runs which part, and what has to be true for it to hold at volume. When an engagement needs branding, financial modeling or technical implementation, I bring that expertise in through the network rather than pretending it is mine. That is how Concierge Offerings work.

Where It Starts

Openings and pre-opening work run under Consulting. There is no separate product and no listed price, because the change effort a pre-opening requires is unknown until I know what you are building and how far along it already is. It starts with a conversation, and the fee is priced against the value of the change effort you require. Read Growth for how the doors work.

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