Do You Work With Chains And Franchise Operators

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Yes. Both, and the distinction that matters is not chain versus independent. It is where you stand in the system.

Chain Operators

Multiple units, and the gap between what you designed and what runs on the stage keeps widening. That gap is the usual presenting complaint and it is rarely a compliance problem, which is why compliance tooling keeps failing to close it. I read every unit, not a sample, and then we find out whether what you designed was ever executable in the building it was designed for.

Franchise Operators

You carry the operating risk and someone else holds the standards. That is a specific structural position and it deserves a specific read, because some of your architecture genuinely is not yours to change. The work is naming exactly which constraints are fixed by the agreement, which are fixed by your own habit, and which you have been treating as fixed because nobody ever separated the two for you. Operators find more room in that second and third category than they expect.

Franchisee associations and ownership groups are also a common room for workshop work, where the group runs the read on their own operations together.

The Line I Hold

I work for the party standing in the building and carrying the risk. I do not work for franchisors. That is not a judgment on franchising and it is not a judgment on anyone who sends the inquiry -- it is about where the buyer stands, because when the party writing the check is not the party living with the result, my work stops being an instrument of your read and becomes an instrument pointed at operators who never chose it.

The full position, with the test: Why I Won't Work For Franchisors.

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