# What Do You Actually Do

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I read restaurant operations and name what is actually holding them. Then I either hand you the direction and let you do the work, or I do the work alongside you. That is the whole practice.

The read comes first, every time. I read an operation across five fundamentals -- Perspective, Product, People, Performance, and Profit -- not as five departments but as five terrains where the same constraint keeps showing up wearing different clothes. That is why an operation with a Profit problem so often turns out to have a Perspective problem producing it. Nothing gets designed before the read is finished, and I do not sample units and extrapolate. If you run twelve, I read twelve.

## What Makes This Different From Consulting

Most consultants arrive with a methodology. I arrive with a framework built from forty-five years inside restaurants, across every format, volume, and concept. It was not borrowed from another industry and it was not adapted from a business school model. It came out of the work itself, and it names what is happening in your operation before you can name it yourself. That naming is what you are hiring.

I also run as a concierge operation. When your engagement needs expertise past mine -- branding, financial modeling, marketing, technical implementation -- I bring it in. You manage one relationship. I handle the rest.

## What I Am Not Doing

I am not selling you information. My entire framework is already published and free, so there is nothing behind an invoice that is not already on the site. What an engagement sells is the read of one operation -- yours, as it exists on a typical Tuesday, with your cast, your lease, your market, and your mix.

Start with the assessment if you want a sharper conversation: The Operator's Assessment. The framework itself is here: https://kb.jeffreysummers.com/

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