What Size Operation Do You Work With

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One unit to many. Size is not the qualifier.

The work is built for three kinds of operator. Independent operators, one unit or a few, where every decision routes through you. Chain operators, multiple units, where the gap between what you designed and what actually runs on the stage is widening. Franchise operators, where you carry the operating risk and someone else holds the standards.

What Actually Changes With Size

Not the framework. The same five fundamentals, the same constraint physics, the same sequence. What changes is where the constraint hides.

In a single unit, the operator is usually closer to the constraint than he wants to be, and the work is frequently on his own read. In a multi-unit operation, the constraint is often sitting in the distance between design and execution, which is a Performance problem the operator keeps trying to solve with People interventions. In a franchise operation, part of the architecture is not yours to change, and the work becomes naming precisely which part is genuinely fixed and which part you have been treating as fixed out of habit.

The Real Qualifier

Whether you actually want to know. Size has nothing to do with it. I have watched single-unit operators do harder, more honest work than groups ten times their revenue, and I have watched well-capitalized operations spend a fortune avoiding one true sentence about themselves.

If you run multiple units, understand that I read all of them before anything gets designed. That is a real cost in time and access, and it is not negotiable, because a system read built from a sample is a guess wearing a spreadsheet.

Who this is built for: Growth.

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