You Can't Build A Better Scorecard. You Have To Buy A Better Read.

The Diagnostic is a Framework read of your operation against the Five Fundamentals, from inside your artifacts or inside your building. You receive a written report that names the Fundamental breaking your operation, the upstream mechanism driving it, and your next move.

1,780
P&Ls read, monthly, against the design that produced them

30,000+
Shifts worked, 120,000+ hours in the building

184+
Openings touched, 34 led in-building

45
Years on the stage, 180 concepts

18%+ increased profit. 67% less turnover. 22% less cost. The numbers we ran aren't benchmarks. They're what the designs produced. Full table: jeffreysummers.com/results-by-the-numbers

THE PROBLEM

- Scorecards score the transaction. Labor percentage, covers per labor hour and item margin count the ticket, not the Guest.
- Labor percentage is the only lever in the toolbox, so every budget goes back to it.
- A reading is only as good as the eye taking it. Anyone can time an interaction. Telling whether it landed takes pattern recognition.
- The standard drifts. Wages rise, a local economy softens, the trade area changes. A reading taken once goes stale.

WHAT THE READ IS

- In the building at open, during shifts and at close: the stage as service runs, the kitchen as tickets fire, the cast as they work.
- The numbers read against the ground, and the ground read against the numbers.
- Read through the Five Fundamentals in order. Profit is read last, because the four before it cause it.

> **No operator ever bought his way out of a problem he couldn't read.**

WHAT THE READ COVERS

Perspective	**Which Guest the operation is designed for, and which road it's on**	Whether the operation was built by design or by default, and whether the operator reads his own business as it is or as the default frame shows it to him.
Product	**The experience as designed**	What the Guest is paying for, the menu read against the mix, and whether the room, the plate and the price are built for the Guest the operation chose.
People	**The cast that delivers it**	Schedules read against what the experience requires, who has the judgment and the permission to deliver it, and whether the operator can make the read himself.
Performance	**Whether the design holds**	Shift against shift and period against period: whether the operation delivers the experience it was designed to deliver, and where the standard has drifted.
Profit	**What the numbers are made of**	The P&L standardized to the Restaurant Chart of Accounts and the 13-period calendar, labor read against schedules, and every line traced back to the decision that produced it.

HOW IT WORKS

01
Prework
Within 5 business days you complete The Operator's Assessment and send your operating artifacts.

02
Read
Offsite inside your artifacts with a working session on Zoom, or onsite across your shifts.

03
Report
The Fundamental, the upstream mechanism, the evidence and the forward plan for the next window.

04
Next Move
Execute and you're done, a deeper read, Coaching to build your own read, or Consulting alongside you.

ENGAGEMENT PROFILE

Formats	Offsite: your artifacts, then a Zoom working session. Onsite: one on-property visit per period covered. No drop-ins, no consulting-by-phone substitutions.
Prework	The Operator's Assessment, twelve months of P&L, mix and labor, the last 30 days of schedules, and your current menu. Not optional.
Delivery	Offsite report within 5 business days of the Zoom. Onsite report within 10 business days of the last visit.
Clarification	14 days from delivery, by email.
Your data	Stays yours. Destroyed 60 days after final delivery.
Franchise Read	Available at every tier, at the same price: the franchise agreement, development agreement, lease, loan documents and personal guarantees read against your numbers, with a verdict on the decision you bring.
Credit Forward	Every tier credits forward against a larger engagement.
Scope	Defined start, defined scope, defined end. No subscription.

PICK YOUR WINDOW

Tier	Window	Onsite visits	What it reads
The Period Read	One 28-day period	1	The tightest window, plus a plan for the next period
The Quarter Read	Three periods	3	Within-quarter patterns and period-to-period drift
The Half-Year Read	Six periods	6	Seasonal patterns and budget-cycle alignment
The Annual Read	Thirteen periods	13	The full year as a single compounding arc

WHO IT'S FOR

- Operators who suspect something is off and can't name it.
- Operators who need the diagnosis before they hire, spend or change direction.
- Operators who've heard a dozen things from a dozen advisors and none of it stuck.

WHAT IT ISN'T

Not a discovery call, a training visit or a walkthrough. Not a report generated from a scorecard. Not financial, tax, accounting or legal advice.

WHERE THE READ COMES FROM

19,518 people in our operations

16,883 started hourly

2,477 became unit managers

158 ran multiple units

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Every Guest. Every Experience. Every Day.