

The margin is already there. The work is *opening it up.*

Decanting opens a good wine up — gives it air, lets it show what it already has. We do the same for a wine program: find the margin already inside it, and help you move it onto the menu without disrupting what the room is. Here's the whole process, start to finish.

THE FIVE STEPS

01 Discovery call

A 30-minute conversation — the room, the program, what you'd want different. No deck, nothing to prepare. By the end, we both know whether there's work worth doing together.

02 Free pre-engagement diagnostic

A written one-page read of your program, built from the call and whatever you can share. It names a specific pattern or two and points to where the leverage is. Free, no commitment.

03 Proposal

If there's real work, a written proposal with the shape that fits the room — its scope, deliverables, and timeline. You pick the shape, or you decline. Both are normal.

04 Engagement

Work starts inside two weeks. Regular check-ins, written deliverables, and direct work with your staff where it helps. You always know what's happening, why, and what's next.

05 Renewal or close

Every engagement ends with a written recap — what changed, what worked, what the math shows. If it should continue, we propose how. If it shouldn't, we say so. We'd rather lose the renewal than push it.

FIVE WAYS AN ENGAGEMENT CAN TAKE SHAPE

<p>01</p> <h3>Snapshot Audit</h3> <p>A one-time read of your program and a short set of specific moves.</p> <hr/> <p>ONE-TIME</p>	<p>02</p> <h3>Seasonal Partnership</h3> <p>Four quarterly touchpoints — the list moves with the season.</p> <hr/> <p>QUARTERLY · 12 MO</p>	<p>03</p> <h3>Annual Partnership</h3> <p>Monthly cadence with hands-on implementation, not just a list of moves.</p> <hr/> <p>MONTHLY · 12 MO</p>	<p>04</p> <h3>Multi-location Concept</h3> <p>One concept, several rooms — built once, calibrated per location.</p> <hr/> <p>PER GROUP</p>	<p>05</p> <h3>Multi-concept Portfolio</h3> <p>A group of brands, each program standing on its own.</p> <hr/> <p>PER PORTFOLIO</p>
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THE UPGRADE PATH

Most rooms start with a **Snapshot**. If you keep going, it folds straight into a Seasonal or Annual partnership — you build on the same analysis, you don't start over — and the same approach scales out to a multi-location concept or a full portfolio.