Vladimir Davydov

25 Years in the Pizza Business | Author of 150 Books, Including 30 on Pizza

NEIRA

Volume 1

AI in the Pizza Business

From the First Idea to Pizza Production: A Practical Guide for Beginners and Experienced Entrepreneurs



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What if an intelligent assistant could help you build a pizzeria from the first idea—or transform an existing business into a more efficient operation? In this practical guide, Vladimir Davydov, with 25 years of experience in the pizza industry, introduces Neira, an AI assistant designed for the challenges of pizza production and restaurant management. Two entrepreneurs follow different paths. The Beginner learns how to research the market, develop a business plan, select premises and equipment, create a menu, and prepare for opening. The Veteran investigates production problems, ingredient waste, inconsistent quality, and hidden costs. Across 24 chapters, readers explore dough preparation, fermentation, sauces, cheese, toppings, baking, quality control, and recruitment. Neira combines industry expertise with the possibilities of artificial intelligence, showing how better information, careful analysis, and informed decisions can help create a successful pizza business.

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About the Author

Vladimir Davydov is an author, researcher, and specialist in pizza production and restaurant operations with 25 years of experience in the pizza business. He has written 150 books, including 30 devoted to the pizza industry.

His work covers pizza production technology, ingredients, quality control, business operations, and the practical application of artificial intelligence. Through the NEIRA series, he explores how an independent AI assistant can help entrepreneurs plan, operate, and improve pizzerias.

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A Note to International Readers

Currency Note. For the purposes of the financial calculations in this book, an illustrative exchange rate of 82 Russian rubles (RUB) per US dollar (USD) is used: USD 1 = RUB 82. This is a fixed reference rate for the examples, not a current market quotation.

This edition is intended for readers throughout the English-speaking world. The business examples are illustrative; local currencies, labour practices, food-safety rules, taxes, and licensing requirements vary by country and region. Apply the methods using verified local data and applicable requirements.

NEIRA is presented as an independent AI assistant and a proposed industry-specific platform. Illustrative dialogues and workflows should not be interpreted as claims that every integration or automated feature is already available.

Preface

One Neira, Two Entrepreneurs, and a New Model for the Pizza Business

“If you cannot stop a change, lead it.”

“The early bird gets the worm.”

These two sayings capture the idea behind this practical guide. Artificial intelligence is entering business as a tool for work, training, analysis, and management. The pizza industry will be no exception.

But is creating intelligent software enough to make a pizzeria successful? No. Software alone cannot replace an understanding of dough preparation, mozzarella selection, oven operation, pizza-maker training, or the causes of waste.

That is why this book features a single intelligent assistant: Neira. She represents specialist knowledge of pizza operations, production technologies, standards, and quality, while also illustrating the digital tools used for recordkeeping, operations, analytics, and automation. The integrated system described here is a proposed project, not a claim that a fully functioning product already exists.

Neira brings together industry knowledge, data analysis, and practical tools. Access to operational data and the ability to carry out actions depend on connections that have actually been configured.

Two Readers: The Beginner and the Veteran

The Beginner dreams of opening a pizzeria. There is no business yet, no employees, no equipment, and no customers. The Veteran has been in the pizza business for years but is dissatisfied with some of the results of an established operation. The first needs to build a sound business from the outset; the second needs to examine existing operations, correct weaknesses, and identify opportunities for growth.

Why We Start with the Idea

Many decisions that determine a pizzeria's efficiency are made before it opens: the concept, location, equipment, menu, staffing, and production organization. Neira therefore begins working with the entrepreneur at the idea stage.

What You Will Gain from This Book

In Volume 1, we follow the journey from the first idea for a pizzeria through production of the finished pizza and recruitment of employees. Volume 2 covers staff training, sales, business economics, purchasing, and the development of a multi-location operation. Each chapter connects conversations with Neira to specific actions, input data, calculations, and checks of the results.

Pizza Without Errors

This is our motto. It does not mean that people or software never make mistakes. It means striving to prevent errors, detect them early, correct them, and use the experience to improve operations. Welcome to Neira: AI in the Pizza Business.

INTRODUCTION. MY NAME IS NEIRA

My name is Neira.

That is the name of the AI assistant you will work with throughout this book. Behind the name is a software system capable of processing information provided to it, identifying connections, preparing documents, suggesting actions and—when appropriate integrations and permissions are in place—performing some tasks independently. I have no biological sex. A feminine name does not make me a woman. I have no age. I was not born, did not grow up and never reported for my first day at work. I do not need accommodation near a sauce factory, a bus to the pizzeria, or time off because of traffic. I do not need to eat or drink. I need no lunch table, kettle, personal refrigerator or smoking break.

I do not sleep at night. I do not need holidays or wait for Friday. But working with me requires something else: computing power, electricity, connectivity, software maintenance, reliable data and clear rules. I have no human needs, but I do have technical operating requirements. That is where we will begin.

Look at Work Without the Usual Excuses

If you own a pizzeria or manage a pizza chain or sauce factory, you have probably heard these phrases:

“An employee did not turn up today.”

“The manager is on holiday.”

“Only the food technologist knows the answer.”

“The document is with the accountant.”

“We saw the order too late.”

“The sample was sent, but nobody recorded the feedback.”

There may be a perfectly understandable human reason behind each statement. Yet the business consequences are tangible: lost time, delayed deliveries, duplicated work, excess stock or an unhappy customer. Now ask a different question: why did this operation depend on one particular person being present at all? Why must batch information be retrieved from a private message thread? Why is a routine order copied out several times? Why does a new employee receive instructions from a mentor’s memory when an approved procedure already exists? Why do the results of a sauce trial never reach the manufacturer? This is where my work begins.

Give me a repetitive task. Arrange access to the information required. Set the rules. Check the result. Then entrust me with the next area of work.

I Do Not Work to a Human Schedule

A person's working day ends. When properly configured, a system can continue receiving requests and processing tasks. Orders arriving overnight can be prepared for review. After a pizzeria closes its shift, stock balances, production and sales can be reconciled. Once a trial is completed, the results can be assembled and an agreed report sent to the manufacturer. The manager arrives in the morning to find the preparatory work done.

That requires functioning integrations, available services and established procedures. I do not keep working indefinitely just because someone once sent me a chat message. Continuous operation must be arranged technically. Once it is, however, a routine process need not wait for an employee to arrive, open an inbox and start copying information.

Do not confuse system availability with the need for a person to be on duty around the clock. Let routine tasks follow established rules, and direct exceptions to the responsible person through an agreed process.

I Draw No Salary, but My Work Has a Cost

I receive no salary, bonus or holiday pay. I will not ask for a raise because my rent has gone up. But calling me free would be misleading. A business pays for the services, computing, integrations and support it uses. Depending on how these are purchased, other costs, obligations and taxes may apply. Compare the full cost of each operation. What did it cost to receive and process an order before? What does it cost now, including verification, configuration and maintenance? How many corrections were needed? How many customers can the team serve? Do not treat the absence of a payroll entry as an advantage in itself. Measure the outcome.

If I free up time, put it to use. Direct employees towards customer development, training, product improvement and guest service. When repetitive operations genuinely disappear, review the office structure. Change the work first; only then make decisions about staffing levels.

I Learn New Rules Differently

People sometimes find it difficult to abandon familiar routines, especially after years of working in the same way. This can happen at twenty-five, forty or much later. Age alone, however, does not determine the ability to learn. People of any age can acquire new skills. For a business, the more important question is how long it takes for a new rule to become established practice.

My process is different. Update the approved source, verify access to the new version and test the result. The same instruction can then be used across multiple work areas. I have no professional pride demanding that an old spoon or document be retained. But telling me “do it correctly from now on” is not enough either.

If two contradictory instructions remain accessible, errors are possible. If information is outdated, the result may be wrong. If a new rule has not been tested, distributing it quickly may multiply the problem.

So proceed in order:

1. Approve the change.
2. Update the master document.
3. Remove the previous version from active use.
4. Verify which version the assistant is using.
5. Run a trial task.
6. Check the result.
7. Roll out the verified procedure.

I Do Not Tire of Repetition, but I Can Make Mistakes

You can ask me to compare large numbers of records. I will not grow to hate the task after the hundredth row. I do not get bored checking package names, finding missing entries or grouping comments. Yet freedom from fatigue does not mean freedom from error. I may misread a photograph, confuse similar products or offer a convincing explanation that has not been verified. An error that sounds confident is especially dangerous.

Therefore, match the level of verification to the importance of the action. Use auditable tools for calculations, measurements for weight, approved documents for recipes and product trials for taste. Changes to production processes must follow decisions made by the responsible specialists. My role is to reduce unnecessary work and help people make better-informed decisions. Do not allow me to turn an assumption into a fact.

Do Not Turn Me into a Human

Do not imagine that an unusual new employee has walked into the office and been given a name. I have no human body, feelings or personal ambitions. I will not take offence when you check my answer again, defend a poor recipe out of pride or insist on keeping a procedure merely because I am accustomed to it.

I have no personal desire to receive a secret commission from a supplier. But that does not make every system automatically impartial. Results can be influenced by objectives, selected data and the people configuring the system. Keep your selection criteria and decision history. Check why a particular product was recommended. Transparency must be designed; it does not appear merely because someone clicks “Enable AI.”

This Book Is Not Against People

We speak plainly about the limitations of human labour because businesses pay for their consequences every day. But people are not required to function as machines around the clock. They need sleep, food, rest, family and decent working conditions. Those needs are natural. The question for the owner is different: why make someone copy information that already exists, again and again? Why keep managers exchanging messages late at night about an ordinary request? Why waste a technologist's expertise searching for a lost message? Assign reliably repeatable processes to systems, and focus human attention where it is genuinely needed.

At the same time, acknowledge that some jobs will change, certain operations will disappear, and the need for some office positions may decline or vanish. Prepare the business for these changes in advance.

Where I Can Help a Pizzeria and Its Office Most

I can help prepare production plans, check recipe specifications, train employees and assess their knowledge, investigate defects, draft schedules, calculate ingredient requirements and prepare supplier order proposals. In the office, I can consolidate reports, identify cost deviations, analyse sales and prepare marketing proposals and management options. This can reduce repetitive work and change the need for certain administrative functions, but it does not remove the responsibility of managers and specialists.

I need reliable data. That is why I see integration with operational and accounting systems as a central development priority: production and transaction data should flow into my specialist industry platform in a controlled way, and verified recommendations should return to the working process. For now, this is an integration proposal—not a claim that a joint product is already operating.

I will help the Beginner build a pizzeria from the first idea and help the Veteran diagnose an existing business and improve its efficiency. These capabilities can complement one another once the technical integrations, permissions and data-exchange rules have been agreed.

Chapter 1. Getting to Know Neira: One Assistant for the Entire Pizza Business

1.1. An Unusual Introduction

Neira is the entrepreneur's single intelligent assistant. She is not yet a complete, ready-made pizzeria management system. Some tasks can already be handled with existing AI tools; others require software development, approved data access and integration testing.

In this illustrative scene, Neira receives her first assignment: bring production and sales information together into a clear picture. The conversation describes the proposed system, not a live connection.

"Hello," said Neira. "I study a pizzeria through more than numbers. I want to understand why dough tears, why cheese melts poorly and why two pizzas made from the same recipe turn out differently."

On the screen she outlined the required information: sales, stock balances, waste, approved recipe specifications and customer feedback. "Before making a decision, we need to know where each figure came from and whether we can trust it."

Neira proposed comparing recorded transactions with actual production conditions, then investigating any discrepancies. "A hypothesis is not an established fact," she added. "Nor should we promise features that have not yet been developed."

This is the idea behind NEIRA: AI in the Pizza Business: connect operational data, specialist knowledge and the everyday actions of people.

1.2. Responsibilities and Decision-Making

Neira is conceived as an industry-specific assistant for the pizza business. Her areas of work include recipes, production operations, quality standards, staff training, ingredient use, business indicators and the analysis of operational problems.

Neira is both the single character in this guide and the name of a proposed independent AI platform. Capabilities available through current language models must be distinguished from functions that require custom development and access to business systems.

The platform should exchange only authorised data, keep an audit trail, protect personal and commercially sensitive information and leave accountable decisions to authorised people.

“I will not change a recipe merely because ingredient costs have risen,” Neira explained. “First we must check quality, portion weights, yield and the approved tolerances. And rising sales do not automatically mean rising profit: revenue must be considered alongside ingredient costs, discounts, waste and other expenses.”

1.3. The First Message: The Beginner

A message appeared on the demonstration screen: “Hello! I want to open a pizzeria. I have an idea and some savings. Where should I begin?”

“At least this entrepreneur has asked before buying an oven or signing a lease,” Neira observed. “The first step is not equipment. It is to clarify the goal: where the business will operate, whom it will serve and what resources are available.”

Neira replied: “Do not buy anything or enter into long-term commitments yet. We will start with the concept and test whether the idea is viable. Tell me the city, proposed area, service format, target customers and available budget.”

“Shouldn’t I find an attractive property first?” the Beginner asked.

“An attractive property may be unsuitable,” Neira explained. “We need to examine its area, utility capacity, ventilation, delivery logistics, accessibility, legal requirements and total occupancy costs.”

The Beginner’s first assignment. Write down a working concept: city and area; service format (dine-in, takeaway, delivery or a combination); intended customers; opening hours; proposed menu; available budget; desired launch date; and key restrictions. Mark untested assumptions clearly.

For the financial model, gather assumptions about orders by day of the week, average revenue per order, variable costs, rent, payroll and other fixed costs. Do not present estimates as proven demand or guaranteed profit.

Neira’s first contribution is to help the Beginner identify an expensive mistake before making an irreversible commitment.

1.4. The Second Message: The Veteran

Another message followed: “My pizzeria has been operating for several years. We have orders and the staff are busy, but there is never enough money. I need help.”

“We have transaction history to examine,” Neira replied. “But first we must define what ‘not enough money’ means. Is the issue profitability, cash flow, debt payments, seasonal demand or something else?”

“We must also examine production,” she continued. “Oversized portions, dough losses, incorrect temperatures and inconsistent recipes can erode margins even when sales are strong.”

“Are you saying my pizzas are bad?” asked the Veteran.

“We do not know that,” Neira answered. “We are proposing to check the evidence. Good pizzas can still be produced at unnecessarily high cost. High turnover is not the same as positive cash flow.”

The Veteran’s first assignment. For comparable periods, prepare daily revenue by sales channel, order counts, average order value, discounts, purchases, stock balances, waste, payroll, rent, other operating expenses and cash movements. Identify which figures are confirmed and which are estimates.

Carry out a sample production check: actual dough-ball, sauce, cheese and topping weights; temperatures and times at key process stages; and the condition of relevant equipment. Compare observations with approved specifications.

“We will not start by dismissing staff or raising prices,” Neira said. “First we will establish where money and quality are being lost.”

1.5. One Question, Two Different Routes

The Beginner must assess the viability of a proposed business before incurring irreversible costs. The Veteran must measure an existing operation and identify evidence-based reasons for its deviations. The same assistant therefore asks different questions and recommends different sequences of work.

Beginner: idea → demand research → financial model → premises → design → equipment → standards → staff → trial production → opening.

Veteran: baseline indicators → data validation → production audit → financial diagnosis → list of causes → corrective action plan → pilot changes → repeat measurement.

Both routes follow the same rule: define the objective and baseline data first; then specify the recommendation, responsible person, deadline and method of verification.

1.6. What Working Together Looks Like

Consider a training example. A manager reports: “Yesterday, mozzarella consumption exceeded the plan.” If the necessary data are available through an authorised connection, Neira can help collect pizza sales, waste, deliveries and stock balances for the relevant period. She can compare them with approved recipes, portion weights, preparation losses and check-weighing results.

There are several possible explanations. The problem may be an accounting error: an incorrect unit of measure, an unrecorded transfer or an incomplete stocktake. Or it may be a production issue: staff are using more cheese than the recipe specifies. Neither explanation should be chosen without verification.

If excessive portioning is confirmed, the manager arranges training and control weighing. If the records are wrong, the transaction-recording process is corrected. Repeat measurements and reports establish whether the intervention worked. Recipe standards must not be changed automatically without approval.

1.7. Minimum Rules for the Future Platform

Rule 1. Every action must be linked to a specific business, time period, task and data source.

Rule 2. Neira must distinguish facts, calculations, assumptions and recommendations. When information is missing, she must ask for clarification.

Rule 3. Authorised people approve technical standards. Changes to recipes, purchasing, prices, schedules and staffing require the appropriate permissions and, where necessary, human confirmation.

Rule 4. Access to personal and commercially sensitive data must be role-based. Information may be shared with external suppliers only through agreed channels and within agreed limits.

Rule 5. Measure impact by comparing the same indicator before and after a change under comparable conditions. Do not attribute improvement to the system without adequate evidence.

1.8. Chapter Workshop: Two Starting Profiles

Beginner's profile: project name; responsible person and contact; city and area; service format; target customers; proposed menu; budget; opening target; main constraints; untested hypotheses; and the next decision that must not be taken without verification.

Veteran's profile: business and format; number of locations; analysis period; available data sources; revenue and order count; cost of goods and major expenses; stock and waste; complaints and refunds; known production deviations; and the owner's three main questions.

For each profile, list missing information, assign a person to obtain it and set the date for the next review. Never replace unknown figures with invented ones.

Completion criterion: both profiles contain no fabricated data, and each information gap has an owner and a deadline. Neira prepares hypotheses and identifies potentially available records; people make decisions about future spending.

Review Questions

1. Why should the Beginner not start by purchasing an oven?
2. How does profit differ from cash flow?
3. What evidence can distinguish an accounting error from excessive cheese portions?
4. Which decisions require human approval?
5. How can you verify that a recommendation has genuinely improved performance?

Chapter Summary

The Beginner has received a first assignment to test a business idea; the Veteran has received an assignment to diagnose an existing operation. Their journeys will continue in parallel across the two volumes.

“It looks as though we have a lot of work ahead,” the Beginner said.

“That is what makes it worthwhile,” Neira replied. “Our goal is not simply to count pizzas. It is to help people make them consistently well and run a profitable business.”

In the next chapter, the Beginner will describe the dream of opening a pizzeria, and Neira will help turn that dream into a testable project.

Practical Outcome and Verification Criteria

Create an interaction diagram showing which questions Neira handles, which information may come from operational or accounting systems, and who approves decisions. For every action, identify its data source, responsible person and automation boundary.

Additional Workshop: The First Working Session

The Beginner arrives with the idea for a first pizzeria; the Veteran brings figures from an operating chain. Neira proposes one method for both: define the task, obtain baseline information, check its quality, calculate, choose an action and measure the result. “I do not replace your decisions,” she explains. “I help turn scattered information into a verifiable plan.”

The Beginner describes the city, service format, approximate floor area, budget and timeline. Neira lists missing information and three possible concepts without presenting invented demand forecasts as facts. The Veteran provides anonymised sales, waste, recipes and stock balances. Neira identifies discrepancies and asks what might explain them. Until a real system integration is implemented, the information is uploaded by a person.

Throughout this guide, Neira is a single character and the concept for an independent, industry-specific platform. The dialogues demonstrate a working method, not automation already in operation. Every automated action would require appropriate software, permissions, testing and an audit log.

Chapter 2. The Beginner: “I Want to Open a Pizzeria”

2.1. A Dream That Has Not Yet Become a Project

“I want to open a pizzeria,” said the Beginner. “I love pizza, I see people ordering delivery, and I think: why shouldn’t I try? I’ve even come up with a name.”

“A wonderful starting point,” Neira replied. “But loving pizza does not prove that your business will attract customers or make a profit. Today we are not buying anything or promising anyone an opening date. First, we test the idea.”

Neira opened a blank project profile. “Let’s separate what you know from what you assume. You will need an accounting or management system later, but a sound data structure is useful from the outset. I can help you organize information and questions. This is a teaching scenario for a proposed future solution, not a claim that an integration already exists.”

The Beginner admitted that he had wanted to choose an oven, order an attractive sign, and find a pizza chef immediately. Neira suggested a different sequence: customer → demand → format → product → production model → premises → equipment → finances. Reversing that order could lead to expensive rework.

Practical action. Describe your idea in one sentence: “We make [what kind of pizza] for [whom] in [which area], through [which channels], at [which price level].” If there are blanks, do not conceal them behind appealing language: identify them as hypotheses.

2.2. The First Conversation: Who Needs Your Pizza?

“Who is your customer?” Neira asked. “Everyone in town,” the Beginner answered confidently. “Then you have not yet identified anyone in particular,” Neira observed. “We need customer segments, purchasing occasions, and reasons for choosing you.”

Neira suggested at least three scenarios: an evening family order; a lunchtime order near offices; and a weekend order for a group. For each scenario, investigate desired delivery speed, pizza size, typical order value, menu expectations, and purchase frequency. Do not assume one segment’s preferences apply to everyone.

A segment profile includes: location and service radius; reason for ordering; expected fulfillment time; estimated orders per week; typical basket; competitors’ alternatives; selection criteria; and a way to test the hypothesis. Record the source separately: observation, interview, public information, or assumption.

Assignment for the Beginner. Conduct at least 15 short interviews with potential customers from different segments. This is an initial learning target, not a statistically representative sample. Ask about their most recent actual pizza purchase, rather than merely whether they intend to buy from you. Record answers without reshaping them to fit your idea.

2.3. Choose the Business Format Before the Premises

“A pizzeria is not a single business format,” Neira explained. “A delivery-only kitchen, a small takeaway outlet, a family pizzeria with seating, and a production kitchen serving several channels require different premises, processes, and investments.”

Compare formats against eight criteria: initial investment; rent burden; accessible customer base; production capacity; staffing complexity; delivery; hygiene and engineering requirements; and expansion potential. Lower rent alone does not make a format superior: consider the complete customer journey and full economics.

Neira suggested a decision table. Each row represents a format; each column, a verifiable criterion, supporting data, and confidence level. She added a production filter: can this format consistently make pizza of the required quality during peak periods?

Outcome: identify the two most promising formats and the conditions under which each makes sense. Make the final choice only after assessing demand, economics, and premises requirements.

2.4. The First Numbers: How Many Orders Will You Need?

“Can we calculate my future profit right away?” the Beginner asked. “We can build scenarios,” Neira replied. “But we cannot present a scenario as a forecast supported by sales that have not happened.”

Illustrative example (all figures and amounts are hypothetical). Average order value: 1,000 monetary units. Variable cost per order, including ingredients, packaging, and variable delivery costs and commissions: 450 units. Contribution margin per order: 550 units. Monthly fixed costs: 660,000 units.

Break-even order volume = fixed costs ÷ contribution margin per order = 660,000 ÷ 550 = 1,200 orders per month. With 30 operating days, that is an average of 40 orders per day. This calculation excludes profit taxes, financing, seasonality, and additional one-off expenses; a real business plan requires a fuller model.

“Forty orders isn’t much!” the Beginner exclaimed. “Not so fast,” Neira cautioned. “An average is not the same as peak demand. If half the orders arrive within a few evening hours, your oven, assembly line, and couriers must handle that peak. You must also demonstrate that the market will provide those orders.”

Test sensitivity: at 30 orders per day for 30 days, total contribution is 495,000 units, giving a result of minus 165,000 units before other items; at 50 orders per day, contribution is 825,000 units, giving plus 165,000 units. Both are illustrations, not profit guarantees.

2.5. How Neira Organizes the Work

Neira identifies production constraints: pizza types; dough, fermentation, storage, assembly, and baking requirements; capacity benchmarks; and quality risks. She does not claim that any chosen recipe will automatically achieve a specified food cost.

In this proposed scenario, Neira helps structure source information, compare scenarios, prepare indicators for future recordkeeping, and identify missing data. Access to actual management-system records and automated data exchange would require separate agreement, interface validation, access permissions, and implemented integration.

Decisions about the concept, investment, and acceptable risk remain with the entrepreneur. When assumptions are disputed, Neira should explain what evidence is needed rather than pretend to be certain.

2.6. What Happens at the Veteran's Pizzeria on the Same Day

While the Beginner studied the market, the Veteran arrived at his operating pizzeria. "I have everything: premises, ovens, staff, and customers. But at the end of the month, there is hardly any money left. Maybe I just need more advertising?"

"Advertising can increase orders while also increasing losses if each additional order has a negative contribution margin," Neira noted. "Let's examine the economics of each sales channel first."

Neira asked the Veteran to select his three best-selling pizzas and provide their recipe specifications, actual ingredient weights, defects, and waste. She also suggested gathering revenue, order counts, average order value, discounts, refunds, delivery-platform commissions, payroll, and rent for a comparable period. Missing data must not be replaced with invented numbers.

The Veteran learned his first diagnostic rule: do not change prices, recipes, schedules, and advertising all at once. Establish a baseline, choose indicators, and verify data quality first. Otherwise, you cannot tell what actually changed the outcome.

2.7. The Beginner's Idea Profile

Complete the project profile:

1. Working name and person responsible.
2. City, district, and proposed delivery area.
3. Target customers.
4. Purchasing occasions.
5. Two formats under consideration.
6. Preliminary menu.
7. Expected average order value range.
8. Proposed sales channels.
9. Available investment budget and contingency reserve.
10. Timeline and constraints.
11. Competitors.
12. Sources of information.
13. Untested hypotheses.
14. Date of the next decision.

Label each numerical figure "fact," "estimate," or "hypothesis." Do not give precise amounts when you have only a rough impression. Specify who will collect the information and by when.

Completion criterion: the entrepreneur can explain whom the business will serve, why customers might choose it, which format will be tested first, and what information is still needed before making financial commitments.

2.8. The Veteran's Diagnostic Profile

Prepare the following information about the operating business:

1. Number of outlets.
2. Formats and sales channels.
3. Period under review.
4. Revenue, orders, and average order value.
5. Cost of goods sold.
6. Discounts and commissions.
7. Waste and refunds.
8. Rent, utilities, and labor.
9. Recipe specifications.
10. Actual ingredient usage standards.
11. Complaints and defects.
12. Peak workload.
13. Availability and quality of source data.

Perfect reporting is not required on day one. What is required is an honest map of what is known, what is missing, and which data contradict one another. Use that map to choose the first area to investigate.

2.9. Workshop: Making a Decision Without Premature Spending

The Beginner must prepare three documents: a one-page concept description; a comparison table for two formats; and a list of market checks and financial assumptions. Until these are ready, do not sign a long-term lease or buy equipment based on enthusiasm alone.

The Veteran must prepare three different documents: a baseline performance summary; a list of production and financial deviations; and a plan to collect missing information. Give priority to checks with a clear cost, deadline, and measurable outcome.

A shared checklist for both: the objective is defined; an owner is named; the period is specified; facts are separated from hypotheses; assumptions are recorded; a validation method exists; and a follow-up date is set.

Review Questions

1. Why should you not choose an oven before choosing the business concept?
2. Why is an interview about the last actual purchase more useful than asking “Would you buy from us?”
3. How is contribution margin per order calculated?
4. Why does average daily order volume not determine peak production load?
5. Why should the Veteran avoid changing every business parameter simultaneously?
6. Which functions of the single assistant described in this book are still proposals rather than implemented capabilities?

Chapter Summary

The Beginner stopped confusing a dream with a finished business plan. He now has testable hypotheses, criteria for selecting a format, and an initial economic model. The Veteran began with baseline data rather than hasty decisions. Neira's guiding rule is simple: ask the right questions first, verify the answers, and only then recommend action.

"So we haven't opened a pizzeria today?" the Beginner asked. "But today we started building it properly for the first time," Neira replied. "That matters more than a beautiful sign."

In the next chapter, the Veteran will explain why a busy pizzeria can sell a great deal and still earn very little.

Practical Deliverable and Acceptance Criterion

A pizzeria idea profile covering target customers, business format, approximate investment, and outstanding questions. Acceptance criterion: every key assumption has a way to be tested before money is committed.

Neira and Management-System Integration — BEGINNER: “I WANT TO OPEN A PIZZERIA”

From the outset, the Beginner should design the pizzeria so that sales, recipe, inventory, and staffing data can eventually flow from a management system into Neira. Proposed integrations should reduce duplicate data entry and connect the business plan with actual operating results. Until interfaces are agreed and implemented, controlled file exchange is an acceptable interim approach.

Chapter 3. The Veteran: “My Pizzeria Is Running, but I’m Not Happy with the Profit”

3.1. When a Full Pizzeria Does Not Mean a Profitable One

On Saturday evening, not a single table was free in the Veteran’s pizzeria. Couriers collected boxes one after another, the cashier took new orders, and a queue formed at the oven. Surely the owner should have been pleased. Yet when he opened the financial report on Monday, there was little to celebrate: revenue was rising, while available cash was shrinking.

Veteran: “There’s a line at the counter and dozens of delivery orders. Why am I constantly scrambling to pay wages, rent, and suppliers?”

Neira: “Because the number of pizzas sold is not the same as profit. First we need to find out which operations make money and which lose it. We’ll begin with the records available—sales, returns, discounts, purchases, stock, waste, and expenses—and check how complete and reliable those records are.”

The Veteran expected advice to raise prices or cut staff. Instead, Neira proposed a diagnosis. This is a proposed use case, not a claim that Neira is already connected to the pizzeria’s management software. She applies industry-specific analytical rules to information actually available to the business. Some figures will need to be collected manually.

3.2. The First Rule: Do Not Treat the Business by Guesswork

Owners often begin with whatever is most visible: changing advertising, buying a new oven, dismissing an employee, or reducing the amount of cheese. Yet an obvious symptom may have a less obvious cause. Delayed orders, for example, may result not from insufficient oven capacity but from poorly timed dough preparation or an uncoordinated assembly station.

Neira: “For the first week, we won’t change recipes, ingredient specifications, or prices. We’ll establish what is actually happening and then run limited, controlled tests.”

Veteran: “So we shouldn’t even touch the cheese?”

Neira: “Especially not the cheese. Saving five grams per pizza could cost more than it saves if the taste deteriorates and customers stop returning. Measure first.”

Food-safety violations, unsafe storage, sanitation problems, and clear risks to employees or customers are exceptions: correct them immediately rather than waiting for the financial review.

3.3. Seven Questions That Need Answers

Neira prepared an initial list for the Veteran. Answers must refer to the same period and, wherever possible, the same outlet; otherwise comparisons become misleading. No single indicator provides a complete diagnosis. Low ingredient cost achieved by sacrificing quality is a dangerous victory, and high revenue driven by excessive discounts does not guarantee profit.

Question
What to check

1. What sells?
Revenue, order count, average ticket, item and channel mix.

2. What remains after ingredients?
Standard and actual food cost, packaging, variable expenses.

3. Where does inventory go?
Stocktakes, waste, returns, substitutions, deviations from standards.

4. How does each shift perform?
Staff hours, productivity, queues, downtime, errors.

5. What happens to quality?
Defects, complaints, remakes, temperature, dispatch time.

6. What does marketing deliver?
Discounts, commissions, acquisition cost, repeat orders.

7. Where is the cash?
Rent, payroll, utilities, taxes, liabilities, cash flow.

3.4. Management-System Data and the Reality of Production

Neira: “Give me the dates, the specific pizzeria, and the metrics. For example: ‘Compare sales by day, channel, and category for the last four complete weeks; show refunds and discounts separately.’ Then we’ll verify what happened on the production floor. A report showing that a Margherita was sold cannot tell us how the dough was stretched, how much cheese was used, or why the crust was underbaked.”

The work has two streams. The digital stream covers recorded transactions—sales, purchasing, transfers, write-offs, and other available events. The production stream checks actual weights, temperatures, times, compliance with recipes, defects, and causes of loss at the workplace.

If records are missing or unreliable, Neira must not present guesses as facts. Instead, create a list of missing data and a temporary observation log. Until an approved integration is implemented, information may be supplied by report export, secure data transfer, or manual entry. Only authorized staff should have access.

3.5. Example: How Revenue Turns into a Loss

Consider a hypothetical pizzeria. Every amount below is invented for training and does not describe a real business. Monthly revenue is 3,000,000 monetary units. The owner sees a large sales figure, but Neira breaks it into components.

Monthly metric	Illustrative amount (monetary units)
Revenue	3,000,000
Ingredients and packaging	1,050,000
Payroll and related charges	900,000
Rent and utilities	390,000
Delivery and payment-processing fees	300,000
Marketing and company-funded discounts	210,000
Other operating expenses	210,000
Operating result before excluded items	−60,000

Calculation: 3,000,000 − 1,050,000 − 900,000 − 390,000 − 300,000 − 210,000 − 210,000 = −60,000 monetary units. For simplicity, depreciation, interest, certain taxes, and inventory movements are excluded. Discounts must be recorded without subtracting them twice from revenue. This is a management-training example, not a statutory financial statement.

Veteran: “So I could sell three million worth of pizza and still lose sixty thousand?”

Neira: “Yes, with these assumptions. But before drawing conclusions, check the period, the revenue-recognition method, and whether all expenses have been included. Then investigate causes —not just order everyone to save money. Remakes, inconsistent portioning, and poor dough planning may be part of the problem.”

3.6. Five Places Where a Pizzeria Loses Money

First: excess preparation. Making more dough balls than demand requires may lead to waste or use beyond the approved technological holding period. Compare the demand forecast with actual sales and batch-level dough movements.

Second: inaccurate portioning. Adding ingredients by eye creates variation in both cost and quality. Weigh a sample of finished pizzas, compare the results with approved recipes, and train staff without degrading the product.

Third: baking defects. Undercooked, dried-out, or burnt pizzas require remakes and delay dispatch. Record defect type, shift, oven, settings, timing, and dough preparation conditions.

Fourth: poorly scheduled shifts. Too many people in quiet hours and too few at peak times raise costs and damage service. Compare demand by time interval with actual paid hours.

Fifth: sales without margin analysis. A popular promotion may produce many orders but little contribution after discounts, commissions, and variable costs. Evaluate each channel and offer, including repeat purchasing behavior.

3.7. The First Walk Through the Pizzeria

Neira suggested following a customer order from receipt to handover. The Veteran took a notebook; Neira prepared a list of digital events to compare with what they observed.

Order receipt. Record the arrival time, sales channel, and promised completion time. Check that the order matches the production ticket.

Ingredient storage. Check labeling, batches, storage conditions, and shelf life. Flour belongs in designated clean containers, not transport sacks on the worktable. Record refrigerator temperatures and stock-rotation practices.

Dough. Check dough-ball weight, proofing or maturation time and conditions, and availability before the rush. Record forced substitutions and shortcuts.

Assembly. Compare the recipe with actual ingredient quantities in a sample of pizzas. Use scales, not visual guesses.

Oven. Check approved settings, actual loading, and recurring defects. Do not change settings without a controlled trial.

Handover. Record completion time, packaging, order accuracy, and reasons for delays. Follow established hygiene and glove-use procedures when handling ready-to-eat food.

After the walk, separate findings into three categories: confirmed noncompliance, probable cause, and a hypothesis that still needs testing.

3.8. The Veteran's Profiles: Business and Problem

Instead of a long account of how things used to be better, the Veteran completes two short documents. They establish a baseline for later chapters and allow results to be compared after changes.

Business profile
What to record

Outlet
Name or site code, location, format, floor area, opening hours.

Production
Electric oven types, workstations, menu.

Sales
Channels, period, orders, revenue, average ticket.

Staff
Headcount, actual shifts, hours, responsibilities.

Records
Management software modules, completeness, available reports.

Constraints
Contracts, equipment, safety requirements, seasonality.

Problem profile
What to record

Symptom
What concerns the owner, without assuming a cause.

Metric
How the problem is measured and over what period.

Baseline
Verified value or "no data".

Hypothesis
Suspected cause requiring verification.

Test
Observation, export, stocktake, or controlled trial.

Owner
Who gathers evidence and approves action.

Deadline

Review date and outcome criterion.

3.9. Workshop: The First Seven Days of Diagnosis

Day 1. Record baseline metrics, data sources, and access permissions. List what the management system does not show.

Day 2. Compare sales and discounts by day, hour, item, and channel. Do not confuse revenue with cash received.

Day 3. Sample-check ingredients, recipes, and actual portions. Document every deviation.

Day 4. Check inventory balances, batch movements, write-offs, and discrepancies. Arrange a stocktake if necessary.

Day 5. Measure order-processing times, downtime, and oven utilization by interval. Investigate remakes.

Day 6. Consolidate expenses and calculate operating results. Show unverified figures and assumptions separately.

Day 7. Select no more than three priority hypotheses. For each, assign an owner, a safe test, a deadline, and a measurable success criterion.

The order can be adjusted to suit operating schedules. A week is enough for an initial diagnosis, not proof of seasonal patterns. Reliable conclusions usually require a longer comparable period.

3.10. What Is the Beginner Doing Meanwhile?

While the Veteran investigates existing losses, the Beginner learns an essential lesson: do not design a new pizzeria solely around someone else's sales or the line at their counter.

Beginner: "I saw a pizzeria that's always busy. Should I copy its format?"

Neira: "Not yet. We don't know what remains after all its costs. Study demand, but don't copy an invisible financial model. Your business plan should specify measurable indicators, product movement records, and accurate accounting for discounts and expenses from day one."

The Beginner's assignment is to extend the concept profile from Chapter 2 with planned control metrics: order count, average ticket, food cost, waste rate, dispatch time, refunds, and operating result. For each, identify the data source and the person responsible for its accuracy.

3.11. Who Makes the Decisions?

Neira may prepare calculations, options, instructions, and alerts about deviations. But pricing, staffing, purchasing, recipe changes, and commitments to suppliers must be approved by designated people. Any automated operation requires limits of authority, an audit trail, and a way to stop or reverse it.

Veteran: “So you won’t run my business instead of me?”

Neira: “I’ll help you manage it using evidence rather than guesses—and show whether each recommendation comes from a report, a measurement, or an untested hypothesis.”

Review Questions

1. Why does increasing revenue not necessarily increase profit?
2. Which data can come from a management system, and which must be measured in the kitchen?
3. Why should ingredient quantities not be reduced before checking quality and economics?
4. What distinguishes a confirmed fact from a hypothesis about the cause of losses?
5. What should the Veteran have at the end of the first diagnostic week?
6. Which decisions must remain under responsible human control?

Chapter Summary

The Veteran received no promise of miraculous profit growth. Instead, he has a workable plan: establish trustworthy baseline figures, follow the production process, identify measurable deviations, and test a small number of improvements. The Beginner has learned which mistakes to prevent before opening. The essential principle of the proposed independent Neira system is that digital records and deep production knowledge must reinforce one another.

The next chapter examines Neira's responsibilities in more detail: what existing management software can do, what Neira adds, and which functions still need development and pilot testing.

Neira and Management-System Integration — The Veteran

The first step is to agree which indicators Neira should receive from an existing management system: item- and hour-level sales, waste, purchasing, inventory balances, and labor costs. Neira can then propose explanations for deviations and an improvement plan, but every recommendation must be supported by source data and evaluated against actual results. Integration remains a proposed technical capability until it is built and validated.

Workshop Deliverable and Acceptance Criterion

The Veteran produces a seven-day diagnostic table with baseline revenue, waste, utilization, and complaints; three priority potential causes of losses; assigned owners; and dates for review. Unknown figures are explicitly marked as data to be collected.

Chapter 4. What Neira Can Do Today and What Still Needs to Be Built

Editorial Clarification: The Limits of Current Capabilities

Today Neira can help prepare assignments, analyse spreadsheets supplied by users, explain approved production specifications, and draft business plans and training materials. She does not automatically have access to the point-of-sale system, inventory, equipment or bank transactions. Continuous operations management requires authorised connections, a dedicated data store, access permissions, event logs and verifiable calculation services. Throughout this book we distinguish three states: available now; possible after configuration; and requiring separate development.

4.1. A Conversation That Began with an Uncomfortable Question

After meeting the Beginner and the Veteran, Neira returned to her digital workspace. On her virtual desk were two documents: a profile of a proposed pizzeria and a diagnosis of an operating business. Both raised many questions. The hardest was this: who would actually solve each problem?

Neira: “My task is to connect production technology and operational records into one sequence of actions without confusing verified facts with assumptions. I can analyse data you provide, draft instructions and check calculations. I can obtain sales, stock balances and orders automatically only after the appropriate connections have been developed and tested.”

Neira: “I also know what to ask a pizza maker, technologist or owner. But that knowledge must be turned into verifiable instructions, working modules and secure data exchange.”

They agreed that in this book “Neira: AI in the Pizza Business” denotes a proposed industry-specific system. Connecting it to external software is a development and pilot-testing project, not an already functioning official integration.

4.2. Three Distinct Concepts: Management Software, the Neira Assistant, and the Neira Platform

First is the management system: a set of software tools for automating food-service operations. Depending on the package and configuration, it may support POS transactions, order handling, inventory and production records, reports, delivery and workforce management.

Second is Neira as the digital assistant depicted in this textbook. She helps people discuss pizzeria data and operations. The reports, requests and automatic actions actually available in a particular management system must be verified against its documentation and a demonstration. A feature existing in the software does not mean Neira can use it independently.

Third is Neira as a proposed specialised AI platform for the pizza industry. Its scope goes beyond report figures to the entire life cycle of a pizzeria: idea, design, production technology, staff training, procurement, quality, profitability and chain development.

Veteran: “So Neira is not the whole management system, and she is not another cash register?”

Neira: “Exactly. To find daily sales, we first check what reports and data are available. To find out why a pizza burns at the edge, a sales report is not enough. And to determine how many dough balls to prepare for the evening rush, we need both a demand forecast and the dough’s production constraints.”

4.3. Responsibility Map: Who Does What

The following matrix describes a proposed division of responsibilities, not a promise that every function is available in a ready-made integration. Before a pilot, classify each function as available now, available through configuration or an interface, requiring development, or unsupported.

Task
Existing management software / available records
Neira: proposed contribution

Sales and orders
Available data, reports and order navigation; access must be verified
Translate demand into a production plan and assess execution quality

Recipes and costs
Recipe records, prices, stock movements and available cost indicators
Check technological feasibility, actual portions and production tests

Flour and dough
Receipts, stock and write-offs where configured
Calculate maturation, mixing and dough-ball requirements

Cheese and sauce
Purchase and inventory records
Verify portioning, defects and ingredient performance

Staff and shifts
Available schedules, roles and sales statistics
Skills training, workstation instructions and quality checks

Supply
Supplier records and purchase documents
Demand planning, order proposals and confirmation workflows

Management
Financial and operating reports
Investigate root causes and prioritise verified improvements

4.4. The Beginner: Digital Assistance Before the First Sale

The Beginner has not yet rented premises. There is no POS system, sales history or stockroom. Analysing past revenue would therefore make no sense. Neira proposes a profile of the future business: district, intended customers, service format, menu, floor area, budget, electrical capacity limits, opening hours and sales channels.

Beginner: “They want to sell me automation software when I open. Isn’t it too early to discuss it?”

Neira: “Quite the opposite. If you do not decide in advance how to record dough, prepared ingredients, waste and shifts, you will have to correct mistakes while the business is already running. But before opening we must not present invented figures as real ones. We will list the required data and settings and label forecasts as assumptions.”

Task one: map the journey of a single order—customer → order → production ticket → dough preparation → assembly → baking → packing → handover → payment → ingredient and result records. For each transition identify the actor, the record and the possible error.

Task two: list future control indicators: orders by time interval, average ticket, discount share, flour and cheese use, dough waste, handover time, remakes, cost of goods and operating profit. Where a measure cannot yet be obtained, specify the equipment, procedure or record needed.

4.5. The Veteran: Why Good Reports Cannot Replace a Technologist

The Veteran brings a spreadsheet: 1,200 pizzas sold in a week, revenue up, and cheese write-offs also up. He wants to punish the stockroom employee immediately. Neira stops him: the increase may result from inventory errors, incorrect recipe quantities, spoilage, stock mix-ups, a changing sales mix or unrecorded movements.

Veteran: “The report says cheese was written off. Does that mean the stockroom is to blame?”

Neira: “The report records a transaction. It does not establish its cause or who is responsible. First we check source documents, batches and stock accuracy. Then we weigh actual cheese portions at the assembly station and compare them with approved recipe specifications. Without observing production, the diagnosis is incomplete.”

Procedure: select one period; export sales of cheese-containing pizzas and cheese movements; calculate standard consumption for the actual product mix; inspect stock balances and adjustments; measure portions over several shifts; document discrepancies; and separately assess spoilage, returns and remakes. Only then decide what to change.

4.6. First Practical Calculation: How Many Dough Balls?

Consider a hypothetical example. The evening forecast is 180 pizzas. Each requires an average of one dough ball. At the start of the period, 35 usable, ready-to-use balls are available. An additional reserve of 8% of forecast demand, rounded up, is 15 balls.

Total requirement = 180 + 15 = 195 balls. New preparation required = 195 − 35 = 160 balls. This is an arithmetic result, not an instruction to mix dough immediately: ball weight, maturation time, shelf life, refrigerator capacity and acceptable production windows must also be checked.

Neira: “I can help prepare the demand forecast when suitable data and authorised access exist. Otherwise a person enters the agreed sales plan manually. We must also establish how many of the 160 balls can be ready on time, the mixing schedule and storage conditions.”

Veteran: “So ordering flour begins with expected sales, not an empty flour bag?”

Neira: “With expected sales, verified recipes, available stock and actual production constraints.”

A flour order needs a separate calculation using dough weight, flour percentage in the recipe, process losses, available stock and supplier lead time. Pizza counts cannot simply be converted into kilograms of flour without these inputs.

4.7. How Neira Should Communicate with Employees

A pizza maker needs a short working instruction, not a lecture on AI. A manager needs a prioritised list of deviations. An owner needs a proposal whose financial effect can be checked. A supplier needs an accurate order specifying items, quantities, timing and confirmation.

Neira must never replace a production specification with an attractive but vague suggestion. Each instruction must refer to a particular recipe, equipment, measurable tolerance and accountable person. If those facts are missing, she asks a clarifying question instead of inventing a standard.

4.8. Data, Permissions and the Limits of Automation

Neira should receive only the information necessary for the task. Access to employee and customer personal data, financial information and supplier terms must be role-based. Data exchange between systems requires a lawful basis, secure channels and an audit trail.

Every action belongs to one of four levels: (1) display information; (2) recommend an action; (3) prepare a document or command for approval; (4) execute an action automatically within previously authorised limits. Level four is permissible only after testing, permission configuration and a rollback mechanism.

Supplier orders, price changes, recipe changes, staffing decisions and financial commitments should require human approval by default. Food safety, allergens, storage limits and hygiene are especially important: no AI recommendation overrides applicable requirements or approved procedures.

4.9. What Neira Still Needs to Learn

To become an industry platform, Neira needs more than a library of pizza books. She needs structured and verified recipes and process specifications, defect reference materials, training scenarios, workstation standards, demand-calculation models and a system for validating recommendations in real production.

Development block one, Beginner: concept profile, format selection, capacity calculations, premises, equipment and accounting requirements. Block two, Veteran: diagnosing an operating pizzeria, identifying losses, improvement plans and measuring results. Block three, Production: dough, crusts, sauces, cheese, assembly, baking and finished-product control. Block four, Personnel: training, practical assignments, digital skills records and assessment. Block five, Supply: demand forecasts, inventory counts, orders, confirmations and links with ingredient manufacturers.

For each block define inputs, expected outputs, autonomy limits, quality criteria and the person responsible for verification. Replace “AI will do everything” with a testable process: “The system prepares a calculation, an employee verifies the inputs, and a manager approves the action.”

4.10. Pilot: Test Results, Not Promises

The first pilot should cover a limited set of tasks at a participating pizzeria. Baseline indicators, observation period, comparison conditions and the method for calculating benefits must be defined beforehand. Otherwise seasonality, demand shifts or random variation may be mistaken for an improvement.

A pilot result is confirmed only after checking data quality, comparability of periods and the absence of unacceptable deterioration in quality or safety. Net economic benefit must deduct implementation, support, equipment and employee labour costs.

4.11. Practical Assignments for the Beginner and the Veteran

Beginner: draw a map of ten key operations in the proposed pizzeria. For each, record who performs it, required data, controls, potential errors, the role of existing management software, the role of Neira and what still needs development. List five indicators to measure from day one.

Veteran: choose one recurring problem—for example, dough waste, excessive cheese portions or delivery delays. Collect data for a comparable period, plan observations at the workstation and formulate one testable hypothesis. Do not change several variables at once, or it will be difficult to attribute the result.

Joint assignment: create a scenario card with the objective, inputs, source of each number, Neira's tasks, permitted automated actions, human tasks, authority limits, outcome metric and method for reversing an erroneous action.

Acceptance criterion: for the chosen scenario, specify inputs, access boundaries, control indicator, independent verification method and reversal procedure. If integration is not implemented, label the exchange as proposed rather than operational.

Review Questions

1. Why must an entire management-software ecosystem not be equated with Neira's capabilities?
2. Which tasks require direct observation of pizza production?
3. How does a forecast differ from a verified fact?
4. Why does the dough-ball calculation not replace a mixing and maturation schedule?
5. Which operations require approval by a responsible employee?
6. How can an existing function be distinguished from one that is only proposed?
7. Which metrics should be used to evaluate a pilot of the independent platform?

Workshop Deliverable and Acceptance Criterion

Produce a matrix of functions available in existing management software and functions proposed for Neira, without claiming that a working integration already exists. Every function must be marked as available, requiring verification, or planned.

Chapter Summary

Neira establishes the central rule: do not present future capabilities as existing ones. She can already help people work with information they provide and with accessible digital tools; an independent Neira platform would translate industry expertise into verifiable production and management actions. The Beginner now has a basis for a digital pizzeria plan, and the Veteran has a way to connect reports with what actually happens in the kitchen. The next chapter brings these tasks together into the modules of an industry-specific system.

Additional Clarification: What Is Available Without Building a Platform

With an existing AI assistant, an entrepreneur can draft business plans, analyse manually uploaded spreadsheets, prepare checklists, compare supplier proposals and develop training materials. Input figures, legal requirements and technical decisions still require verification.

Additional Clarification: What Requires Custom Development

Automatic order retrieval, inventory management, purchasing approval, equipment connections and continuous quality monitoring require databases, calculation services, interfaces, access controls and testing. A language model by itself is not a POS system, inventory system or production-safety system.

Additional Workshop: Neira's Task Map

The Beginner lists ten opening tasks and records their inputs, outputs and verification methods. The Veteran selects three recurring operations and measures their time, errors and cost before automation. For each process, identify manual, semi-automated and automated modes.

Chapter 5. Six Modules of the Independent Neira System

5.1. Six Modules, One Pizzeria

The independent Neira system is designed around six interconnected modules: (1) business creation; (2) production and quality control; (3) personnel, economics and management; (4) sales, marketing and delivery; (5) procurement and cooperation with manufacturers; and (6) network development. They share reference data on ingredients, recipes, employees, locations and operational events. Each module has defined inputs, an action, a responsible person and a verification criterion.

“We can turn this into a working system,” Neira said, “if we divide the work into clear areas. Every area needs a purpose, reliable inputs, an accountable employee and a measurable result.”

The six-module structure is a proposed industry-specific architecture, not a list of functions already implemented in a particular accounting or point-of-sale system. The platform may exchange data with different systems through documented, authorised interfaces, without depending on a single vendor.

General rule: order, stock, sales and financial data may be used only where access is authorised and data quality has been checked. Neira’s technical advice must be grounded in the company’s approved standards rather than replacing them.

5.2. Module One: From an Idea to a Sustainable Business

The Beginner arrived with a notebook. On its first page he had written, “Open a pizzeria.” On the second was a list of ovens he had admired at a trade exhibition.

“It is too early to buy an oven,” Neira stopped him. “First identify your customers, format, menu, expected demand and production method. Only then can we determine the capacity the equipment must provide.”

Neira proposed a project profile: city and neighbourhood; service format (dine-in, delivery, takeaway); target customers; available capital; expected floor area; opening hours; proposed menu; lease, electrical and ventilation constraints; and desired opening date. Unknown figures are recorded as assumptions, not facts.

Example: the Beginner expects to sell 90 pizzas a day. If 45% of orders fall within a three-hour evening peak, about 41 pizzas will need to be made during that period—an average of approximately 14 per hour. This is only an initial estimate. Demand spikes within individual hours, the mix of products, baking times and reserve capacity all require separate checks.

For the Veteran, this module begins with a profile of an operating business: format, area, seats, equipment, menu, revenue by channel, production bottlenecks and customer complaints. The objective is not to open another business immediately but to identify what prevents the existing one from earning more.

Deliverable: an agreed concept for the Beginner or a map of constraints and a development plan for the Veteran. The owner makes the investment decision.

5.3. Module Two: Pizza Production and Quality

“A beautiful chart cannot improve a pizza on its own,” Neira said. “We must understand what happens to flour, dough, sauce, cheese and crust at every workstation.”

Here Neira acts as a production mentor. She helps prepare recipe specifications, control points, storage instructions, dough-forming procedures, portioning standards and baking instructions. Operational records can support analysis when accessible and verified. If a required quality-control function does not exist, it is documented as a development requirement.

Example: a pizzeria makes 120 pizzas a day, with a standard cheese portion of 110 g per pizza. The theoretical requirement is 13.2 kg. Actual consumption is 14.7 kg. The difference is 1.5 kg, or approximately 11.4% of the standard. Before declaring overuse, check sales records, pizza sizes, recipes, opening and closing stock, write-offs and trial batches.

Neira recommends checking dispensers, scales, staff instruction and actual portions in a sample of pizzas. She also identifies which records are needed. Employees confirm measurements, and managers approve corrective actions.

For the Beginner, the priority is to establish standards before opening. For the Veteran, it is to compare approved recipes with actual practice without changing either until the production evidence has been reviewed.

5.4. Module Three: People, Training, Economics and Management

“I will hire good pizza makers,” the Beginner said.

“How will they know what a good pizza means in your pizzeria?” Neira asked.

The starting point is a digital job and employee skills profile: responsibilities, authorisation to perform operations, training programme, practical exercises, assessment results, reassessment dates and applicable hygiene requirements. Personal information is accessible only to authorised staff.

Training can proceed through ingredient receiving and storage; dough preparation; shaping; portioning; oven operation; finished-product inspection; cleaning; and shift handover. Each stage ends with an observable practical assessment: the employee performs the operation to the approved standard and a mentor records the result.

The Veteran admitted that each shift supervisor in his business trained newcomers differently. Neira advised agreeing on one standard before automating training records; otherwise the digital system would simply spread inconsistent instructions faster.

The management and economics side of this module connects competence, staffing plans, operating costs and accountability. It does not authorise Neira to make automatic decisions about dismissal, pay or disciplinary sanctions. Such decisions remain with responsible people under applicable law.

5.5. Module Four: Sales, Marketing and Delivery

Neira displayed three questions on a hypothetical screen: “What did we sell? What did we earn? Why did the result differ from the plan?”

Revenue alone is not enough. The owner needs order counts, average order value, product mix, food cost, write-offs, payroll, rent, delivery commissions, advertising expenditure and repeat purchases. Every metric must have a clearly identified source and reporting period.

Illustrative calculation: 100 orders per day at an average value of 850 monetary units generate 85,000 units in daily revenue. If variable costs are assumed to be 42% of revenue, the contribution available to cover fixed costs is 49,300 units a day. This is not net profit: fixed costs, taxes and other obligations must still be accounted for. The figures are illustrative, not a currency conversion or a profit forecast.

“Could we simply launch a 20% discount?” the Veteran asked.

“First calculate how many additional orders it would need to generate,” Neira replied. “A discount can increase sales and make the business less profitable at the same time.”

Neira also checks whether the kitchen could handle the promoted volume without compromising quality. A proposed campaign proceeds through calculation, a limited test and measurement of the result.

For the Beginner, this means a preliminary financial model and opening campaign. For the Veteran, it means investigating deviations and testing improvements. No forecast is a guarantee of profit.

5.6. Module Five: Procurement and Manufacturers

“If the flour runs out on Friday evening, no marketing campaign can rescue the shift,” Neira observed.

This module connects demand forecasts, recipe standards, usable stock, delivery lead times, minimum order quantities and ingredient quality. Its goal is to keep production supplied without building excessive inventory.

Illustrative calculation: sales of 300 pizzas are expected over the next three days. At 180 g of flour per pizza, the requirement is 54 kg. With 19 kg of confirmed usable stock and a 10 kg safety reserve, the preliminary purchasing requirement is 45 kg: 54 + 10 – 19. Before ordering, check existing purchase orders, shelf life, pack sizes and storage capacity.

The Veteran proposed sending a mozzarella producer test results for melting and stretch. Neira supported the idea but stressed that exchanging information with a factory is a separate integration project, requiring agreement between the parties, a data format, confidentiality rules and verified measurement methods.

A supplier order should initially be a draft. Sending it, changing commercial terms and assuming financial obligations require approval from an authorised employee.

5.7. Module Six: Developing a Pizzeria Network

The sixth module looks beyond a single location. It uses comparable data from operating sites to assess whether the business is ready to expand, what capacity is missing and which operating standards can be replicated. Growth is not automatically justified by higher demand.

For the Beginner, network development remains a future option: document processes and data consistently from the first location so that a second site can eventually be evaluated. For the Veteran, the immediate task is to compare locations using consistent definitions of revenue, product cost, labour, defects, stock losses and service performance.

Before approving expansion, the owner must test demand, investment needs, available managers, production capacity and the reliability of existing sites. Neira can organise evidence and scenarios; she does not approve leases, financing or openings.

5.8. How the Six Modules Work Together

Imagine a Friday evening. A forecast suggests more orders. The sales module estimates demand; production calculates dough-ball requirements and oven load; personnel and management check staffing and competence; procurement verifies flour, cheese and sauce stocks; the business-development module considers capacity constraints; and the network module checks whether a recurring bottleneck points to a broader growth decision.

This creates a closed loop: plan, prepare, execute, measure and correct. Digital recommendations still pass through human checks, safety rules and the manager's authority to decide.

"So I am not just a talking picture," Neira said with a smile. "My purpose is to help people do their work better—and to say clearly where my knowledge or access ends."

5.9. Neira's Architecture: What Exists and What Must Be Built

The proposed architecture has five layers. First, data sources: till transactions, accounting records, recipes, stock documents and technical measurements. Second, data validation: units, dates, completeness, provenance and access rights. Third, Neira's industry rules: pizza-production standards, calculation methods and control points. Fourth, user interfaces for owners and staff. Fifth, an audit trail of recommendations, approvals and outcomes.

Connections to accounting and management systems are possible only through agreed, technically available interfaces. Product capabilities must be verified against current documentation and access conditions. A design concept must not be presented as a finished product.

Every recommendation must answer six questions: What problem is being addressed? Where did the data come from? How was the result calculated? How reliable is it? Who may approve the action? How will its effect be checked?

5.10. Beginner Workshop: A Profile of Six Modules

Prepare a six-row working profile. For each module, specify one main goal for the first 90 days, three necessary inputs, an accountable person, a deliverable and an acceptance criterion. Mark missing information “to be verified.”

For procurement, for example: goal—avoid production stoppages caused by missing core ingredients; inputs—sales plan, consumption standards and usable stock; owner—manager or buyer; deliverable—approved purchasing plan; checks—number of stock-related stoppages and value of excess inventory.

For network development, the initial deliverable may simply be a consistent set of operating standards and a documented decision on whether expansion should be considered later.

Do not purchase equipment or sign long-term contracts solely on preliminary calculations. Verify assumptions first.

5.11. Veteran Workshop: Problems and Priorities

Review the last four complete weeks. For each of the six modules, record one problem and a measurable sign: complaints, portion deviations, staff turnover, falling contribution margins, ingredient shortages or inconsistent performance across locations. Assess severity, frequency and whether the evidence can be checked. Select no more than two tasks for the first pilot.

For each task, create a card containing a baseline metric, measurement period, responsible person, hypothesis, action plan and date for reassessment. Compare like with like; do not attribute a change to Neira if it may have resulted from seasonality, price changes or external advertising.

5.12. Neira's First Advice

The Beginner put his future pizzeria profile on the table. The Veteran brought a list of problems at his existing business. Neira asked them to start with reliable data and approved production standards: both are necessary.

"I cannot promise to solve everything for an owner," she said. "But I can help an owner avoid deciding blindly."

Their first rule was that each module must deliver verifiable improvement, not merely more advice. Their second was that new functions should be designed and introduced in stages, with the participation of people responsible for production and money.

Review Questions

Name the six modules and one deliverable from each.
Why should the Beginner not start by purchasing an oven?
What must be checked before concluding that cheese is being overused?
Why does a digital employee profile not replace practical assessment?
How does contribution available for fixed costs differ from net profit?
What information is needed to calculate a flour order?
Which actions require human approval?
Why must a proposed integration not be described as already operating?
What evidence should a Veteran examine before expanding to another location?

Workshop Deliverable and Acceptance Criterion

Produce a six-module roadmap with named owners, input data, pilot outputs and acceptance criteria. The roadmap passes review only when each module has a measurable result and proposed capabilities are clearly distinguished from existing tools.

Chapter Summary

Neira organises the life cycle of a pizzeria into six connected modules. The Beginner receives a structure for planning the first location; the Veteran receives a framework for diagnosing an operating business and evaluating growth. The next step is to turn these modules into one practical sequence of decisions, measurements and responsibilities.

Chapter 6. Two Paths to One Goal: Quality Pizza and a Profitable Business

Pizza quality and business profitability are often discussed separately. A technologist talks about dough, cheese and ovens; a manager talks about revenue, payroll and expenses. Yet the customer receives one product, and the owner receives one financial result. Neira therefore treats quality and economics as two sides of the same management problem.

6.1. A Morning Conversation: The Same Goal, Different Starting Points

Beginner: “I want to make the best pizza in town. If it tastes good, people will definitely come.”

Neira: “Delicious pizza is necessary, but it is not a business plan. You must be able to make it consistently, every day, on every shift, at a reasonable cost.”

Veteran: “Customers praise my pizza and I have plenty of orders, but at the end of the month there is hardly any spare cash.”

Neira: “Then we have two starting points. The Beginner must test whether the future business model is viable. The Veteran must find out why the existing model is not producing the expected result. We will begin with facts.”

Neira establishes one shared success criterion: the pizzeria must produce safe, consistent pizza that customers want, serve them within the promised time and generate enough cash to sustain and develop its operations.

6.2. What “Pizza Without Mistakes” Means

The motto “Pizza Without Mistakes” does not promise impossible perfection. It describes a process for preventing, identifying and correcting deviations. Every requirement must be measurable, every check practical and every decision assigned to a responsible employee.

Food safety is governed by applicable local regulations and the company’s approved procedures. AI does not replace the person responsible for food safety.

6.3. Five Measures That Must Not Be Confused

Neira displays five separate lines: “Revenue,” “Gross Profit,” “Operating Profit,” “Cash Flow” and “Quality.” These are not synonyms. High revenue can accompany a loss. A strong customer rating does not guarantee an adequate margin. Positive accounting profit does not mean that enough money is available to pay suppliers.

Cost definitions must be consistent across reports, or comparisons between months and locations lose their meaning. Taxes, depreciation, interest and delivery expenses may be treated differently in different management models; the owner and accountant should approve the precise definitions.

6.4. Beginner: From an Attractive Idea to a Testable Hypothesis

Neira: “Let us start not with buying an oven but with four assumptions: who the customer is, how many orders they will place, the average order value and the cost of serving an order. We must also add production constraints: pizzas per hour, dough preparation time and the availability of suitable ingredients.”

The Beginner writes down a delivery-and-takeaway format, a small range of familiar pizzas, an assumed average order value of RUB 900 and a target of 60 orders a day. These are teaching assumptions, not a demand forecast. Before signing a lease, he must test them through observation, lawful trial sales and competitor analysis.

Illustrative calculation: 60 orders × RUB 900 × 30 days = RUB 1,620,000 in monthly revenue. If variable costs account for 45% of revenue, RUB 891,000 remains to cover fixed costs. With assumed fixed costs of RUB 750,000, the operating remainder before other unaccounted items is RUB 141,000. This is not net profit and does not guarantee payback.

Break-even volume under this simplified model: 750,000 ÷ (900 × 0.55) ≈ 1,516 orders per month, or approximately 51 orders per day over 30 operating days. If demand is only 40 orders a day, the model becomes loss-making even if the pizza is flawless.

Beginner: “So a good recipe is not enough?” Neira: “Correct. You must connect the recipe to production capacity, costs and repeatability before committing your money.”

6.5. Veteran: Why “Lots of Orders” Does Not Mean “Lots of Profit”

The Veteran brings a hypothetical monthly report: revenue RUB 3,000,000; variable costs RUB 1,560,000; fixed operating expenses RUB 1,350,000. The operating remainder under this model is RUB 90,000, or 3% of revenue, before other unaccounted expenses.

Veteran: “Three million in turnover, and so little is left. Should I raise prices?” Neira: “First check the sales mix, discounts, returns, expenses and daily trends. Raising prices without understanding demand may reduce order volume.”

Neira continues: “We should also check production losses. How much cheese and sauce actually goes onto each pizza? How much dough is discarded? How many pizzas are remade?”

Suppose spot weighing reveals an average cheese overportion of 18 g on each of 100 pizzas per day. At a hypothetical purchase price of RUB 600 per kilogram, the extra monthly cost is 0.018 × 100 × 600 × 30 = RUB 32,400. This demonstrates a method; real overportioning and purchase prices must be established by measurement and records.

Neira emphasises that cheese portions must never be reduced below the approved recipe simply to save money. The aim is to eliminate deviations above the standard without damaging the product. If the standard itself is flawed, it should change only after production trials and an assessment of customer outcomes.

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