

PIZZA PAZZA



Jean and François, the two entrepreneurial brothers that own Pizza Pazza, are planning to expand their family business by addressing a growing market need. They started their family restaurant *Pizza Pazza* about ten years ago on the Rue de Sablon in Fontainebleau, France. Their growing popularity rapidly attracted competitors, such as *Pizza Mimi*, who located just next door to *Pizza Pazza*! While their restaurant provides a fine dining experience, the two brothers had been receiving numerous requests for a take-out and delivery service from busy MBA students. Initially dismayed with suggestions to cater to such utilitarian approach to food and dining, Jean nevertheless believed that a take-out service could be a good growth strategy. In addition, they could stick to their high quality reputation by offering fresh mouth-watering specialty pizzas. Jean was convinced that endless custom variety, fresh on-demand baking and impeccable service could provide a viable niche position that could compete against better-known international companies like Pizza Hut.

The brothers agreed that they should give it a try. Given that the current dining-in facility was running close to capacity, a new facility was needed. François was to remain responsible for the restaurant while Jean was taking the lead on establishing the take-out service. He rapidly found an empty facility in neighboring Avon. Not only was this close to their main market—Avon is about 2 km from Fontainebleau—rents were also lower there. The new facility also allowed Jean to redesign their pizza production process and decide on many operational variables that would determine the profitability of the take-out business.

A pizza is a typically circular dish made of a flour base topped with additions of your choice, including anchovies, pepperoni, peppers, ham, tomatoes, or pineapple, baked and served piping hot! Most people wrongly believe pizza originated in Italy. It appears that what we know as pizza came into vogue around the time of Napoleon and the French revolution, however, there also is some evidence that pizza originated in Greece. Italians, known to be lovers of fine food and wines perfected and imported this terrific dish to America. From here it quickly endeared itself to mass production and re-export to the rest of the world.

The Process for making a gourmet pizza follows a simple recipe. First mix together the pizza sauce of 2 cans tomato sauce, 1 lb. minced pre-cooked beef, 1 chopped onion, and 1-teaspoon salt. Put that aside, then mix the pizza dough: 1 cup of warm water, 1 tablespoon of baking yeast, 1 tablespoon of vegetable oil, 1 teaspoon salt, and 2 cups of whole wheat flour. Now beat that dough until it is nice and elastic, then add more flour until it is a little stiff and knead it out onto a round shallow butter greased pan, rolling up the edges to about half an inch. Next, spread the sauce you made in the beginning and the toppings, including the cheese, specified by the customer generously across the surface.



Professor J.A. Van Mieghem prepared this case as a basis for class discussion rather than to illustrate either the factual, effective or ineffective handling of a managerial situation. The case is inspired by Kruttschnitt's Cookie Company, written by Roger Behn.

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Pizza Pazza Case Answers

SJ Ball



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Table of Contents Pizza Pazza Case Answers

1. Understanding the eBook Pizza Pazza Case Answers
 - The Rise of Digital Reading Pizza Pazza Case Answers
 - Advantages of eBooks Over Traditional Books
2. Identifying Pizza Pazza Case Answers
 - Exploring Different Genres
 - Considering Fiction vs. Non-Fiction
 - Determining Your Reading Goals
3. Choosing the Right eBook Platform
 - Popular eBook Platforms
 - Features to Look for in an Pizza Pazza Case Answers
 - User-Friendly Interface
4. Exploring eBook Recommendations from Pizza Pazza Case Answers
 - Personalized Recommendations
 - Pizza Pazza Case Answers User Reviews and Ratings
 - Pizza Pazza Case Answers and Bestseller Lists
5. Accessing Pizza Pazza Case Answers Free and Paid eBooks
 - Pizza Pazza Case Answers Public Domain eBooks
 - Pizza Pazza Case Answers eBook Subscription Services

- Pizza Pazza Case Answers Budget-Friendly Options
- 6. Navigating Pizza Pazza Case Answers eBook Formats
 - ePub, PDF, MOBI, and More
 - Pizza Pazza Case Answers Compatibility with Devices
 - Pizza Pazza Case Answers Enhanced eBook Features
- 7. Enhancing Your Reading Experience
 - Adjustable Fonts and Text Sizes of Pizza Pazza Case Answers
 - Highlighting and Note-Taking Pizza Pazza Case Answers
 - Interactive Elements Pizza Pazza Case Answers
- 8. Staying Engaged with Pizza Pazza Case Answers
 - Joining Online Reading Communities
 - Participating in Virtual Book Clubs
 - Following Authors and Publishers Pizza Pazza Case Answers
- 9. Balancing eBooks and Physical Books Pizza Pazza Case Answers
 - Benefits of a Digital Library
 - Creating a Diverse Reading Collection Pizza Pazza Case Answers
- 10. Overcoming Reading Challenges
 - Dealing with Digital Eye Strain
 - Minimizing Distractions
 - Managing Screen Time
- 11. Cultivating a Reading Routine Pizza Pazza Case Answers
 - Setting Reading Goals Pizza Pazza Case Answers
 - Carving Out Dedicated Reading Time
- 12. Sourcing Reliable Information of Pizza Pazza Case Answers
 - Fact-Checking eBook Content of Pizza Pazza Case Answers
 - Distinguishing Credible Sources
- 13. Promoting Lifelong Learning
 - Utilizing eBooks for Skill Development
 - Exploring Educational eBooks
- 14. Embracing eBook Trends

- Integration of Multimedia Elements
- Interactive and Gamified eBooks

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