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SANDR — Business plan

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Bring me the mess. I'll bring the order.

SUMMARY

SANDR is a management partner for hospitality businesses. She keeps what a business learns, from its managers, its staff and its own history, and turns it into work that gets done and checked.

The method grew from fifteen years of hospitality and consulting experience. SANDR's structured library, which also includes generated material, contains 235 warning signals, 129 known failure patterns, 223 step-by-step interventions and 1,056 practical tools. The product is live. We are pre-revenue. Applications for our 60-day guided beta are open, and the first groups start soon.

Key facts

- Market: just over 2 million hospitality businesses in the EU. 232,847 of them employ ten or more people, and that group grew 25% between 2021 and 2024. At our own prices, that core segment is worth about €500 million a year.
- Home market: 2,641 such businesses in Lithuania, Latvia and Estonia. Next come Poland and the Nordics (14,911) and Germany (56,919).
- Pricing: €74, €149 and €299 a month, €49 per extra location, plus credits for heavier work, staff use and realtime voice.
- Stage: working product, pre-revenue, guided beta applications open, first groups starting soon.
- Raise: about €50,000 bridge now, then a €300,000 round.

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THE PROBLEM

Every hospitality business has someone who just knows. Which supplier quietly raised prices. Why Saturday's kitchen always falls behind. What the new barista was never shown. That knowledge lives in people's heads. When they leave, the business forgets, and pays to learn it all again.

Inside the business it sounds like this: "The new people still don't get it." "Standards have dropped." "Why does this location always struggle?" "The owner has to be on the floor again."

These sound like different problems, but usually they aren't. The same few weaknesses keep producing new versions of the same trouble:

- knowledge stuck in a few people;
- managers who save today but never fix the cause;
- fixes that lose their story, so nobody knows what was tried.

It costs time, consistency, staff and growth long before it shows up in the P&L.

02

WHY NOW

Hospitality is growing, but its management layer isn't keeping up.

- Between 2021 and 2024, the number of people working in EU hospitality grew 19% (from 9.9 million to 11.8 million), while the number of businesses grew only 6%. The average business went from 5.2 to 5.8 people.
- The growth is concentrated in bigger businesses, the ones SANDR is built for. Businesses with ten or more people grew 25% (from 185,867 to 232,847), and the jobs inside them grew 34%.
- Management didn't keep pace. From 2021 to 2025, sector employment grew 28% while the number of managers grew 14%, so managers fell from 11.8% to 10.5% of the workforce. In 2025 alone, the sector added about 219,000 jobs and fewer than 3,000 managers.

Meanwhile, people have got used to talking to software in plain language. That makes a management partner you simply talk to, by text or voice, believable for the first time. Generic AI can't do the rest: know the business, follow the work through and remember what happened. That is the gap SANDR fills.

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THE PRODUCT

What she does

Managers tell SANDR what's going on in plain language: typing, dictating, or talking to her by voice while they walk the floor. Staff get their own private channel and choose what to share with management. SANDR connects what people say with the business's history and her knowledge base. She names the real problem underneath, turns the response into work with owners, dates and the right order, and checks later whether it helped.

An example. A café group owner asks: "Why are new starters still lost after three weeks?" SANDR compares check-ins, what staff have said, the onboarding material and earlier attempts to fix it. She shows where the path breaks and prepares the fix as approved work. A few weeks later she checks whether confidence and consistency improved. When the manager who ran it leaves, the lesson stays.

What's built

- Knowledge: 235 warning signals, 129 failure patterns, 60 response patterns, 223 interventions and 1,056 practical tools (checklists, calculators, templates, SOPs), organised into 14 domains. Teams can open and use the same knowledge directly. SANDR should make them more capable, not more dependent.
- Daily product: locations, people, check-ins, plans and tasks, calendar, files, reports, a morning brief, and an overnight Night Shift that prepares each location's next day.
- Voice: realtime conversation, dictation and read-aloud.
- Frontline: a private channel for staff, who decide what leaves it.
- Control: every read and every change SANDR makes is permission-checked. Grouped changes commit together, and actions can be undone.
- Engineering: about 325,000 lines of application code, 57 API modules and more than 880 automated test files.

What isn't built yet

There are no live POS, rota or reservation integrations yet. Today, information comes from conversations, voice, check-ins, files and staff input. We'll choose integrations based on what paying customers ask for.

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WHO WE SELL TO FIRST

Our first customers are established multi-site café groups: several locations trying to deliver one standard, frequent handovers, changing teams, and one person (an owner or operations lead) who feels the cost when one place becomes "the good one" and another "the difficult one".

Typical triggers: opening a new location, a senior person leaving, slow onboarding, recurring complaints, or an owner who can't step away.

After that: independent restaurants and cafés with ten or more staff, then wider hospitality (hotels, bars, catering), and hospitality consultants who run several clients at once.

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MARKET SIZE

We size the market from the bottom up, starting with businesses that employ ten or more people. That is where shifts, handovers and several managers make SANDR's problem real. Source: Eurostat, 2024, the latest year available (published September 2026).

EU accommodation and food service businesses, 2024

- All businesses: 2,024,635
- 10–19 people: 149,000
- 20–49 people: 63,622
- 50–249 people: 18,044
- 250 or more people: 2,181
- Ten or more people in total: 232,847 businesses, employing about 7.3 million people (62% of the sector's jobs). Up from 185,867 businesses in 2021.

Value at our own prices

We assume a typical yearly spend per business that matches our plans:

- 10–19 people: Manager plan plus light use, about €1,100 a year
- 20–49 people: Team plan plus use, about €2,400 a year
- 50–249 people: Portfolio plan, three extra locations and use, about €6,900 a year
- 250 or more people: enterprise agreement, about €24,000 a year

On that basis:

- EU, ten or more people: about €500 million a year
- Baltics (2,641 businesses): about €6 million a year. This is our proving ground.
- Poland, Finland, Sweden and Denmark (14,911 businesses): about €35 million a year
- Germany (56,919 businesses): about €126 million a year
- Netherlands (6,761 businesses): about €14 million a year

The segment is also growing: at the same prices, the 2021 count would have been worth about €376 million.

Not counted: the 1.79 million smaller businesses (served by the Free and Manager plans), consultants, the UK, and other service industries. These figures also use our own prices, which are well below most established restaurant software.

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HOW WE MAKE MONEY

Plans (per month; annual billing costs ten months)

- Free: 1 location, 1 manager, 500 credits. A way to try SANDR.
- Manager, €74: 1 location, 3 managers, 3 frontline staff, 3,000 credits
- Team, €149: 3 locations, 10 managers, 30 frontline staff, 7,500 credits
- Portfolio, €299: 5 locations, 25 managers, 200 frontline staff, 15,000 credits
- Extra location: €49 a month
- Credit top-ups: €20 for 2,000, €50 for 5,500, €100 for 11,500

What uses credits

- Quick question: 3
- Business-aware question: 35
- Deep, multi-step analysis: 160
- Overnight Night Shift: 21 per location
- Morning brief: 21
- File processing: 21
- Staff (frontline) conversation: 3
- Realtime voice: 21 per minute
- Dictation: 3 per minute
- Read-aloud: 7 per 1,000 characters

Why revenue grows with use

Membership pays for the workspace and credits pay for the work. As more managers, staff and locations use SANDR, and especially as managers use voice on the floor, use grows past the included credits and customers top up. Owners stay in control, with monthly budgets, caps and no surprise overage.

Illustrative examples (modelled, not measured)

- An active three-location group on Team: six managers asking questions, 30 staff using the frontline channel, three managers using voice about 15 minutes a week, and nightly briefs for each location. That uses about 15,000 credits a month, of which 7,500 are included, so about €70 in top-ups. Revenue is about €220 a month (about €2,600 a year). Modelled AI cost is about €46 a month.
- An active seven-location group on Portfolio with two extra locations: twelve managers, 120 frontline staff and six people using voice. That uses about 33,000 credits a month. Modelled revenue is about €570 a month (€299 plan, €98 for extra locations, about €170 in credits), or about €6,800 a year. Modelled AI cost is about €100 a month.

Cost model and controls

At the current published rates, credits sell for about €0.009–€0.010 each, while the model uses about €0.003 of AI cost per credit. That is an assumption for planning, not a guaranteed margin on every feature; actual cost depends on provider rates and use. Realtime voice is priced per minute. Guided-beta usage will let us replace these assumptions with measured costs.

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COMPETITION

Hospitality already pays for software, and most of it records, schedules or measures. SANDR works on the question that comes after the dashboard: what does this mean, what's underneath it, what do we change first, and did it work?

- Nory: forecasting, inventory, labour and finance. The full platform starts at about €329 per location per month.
- Restaurant365: accounting, inventory and operations. About $435–$499 per location per month (Essential).
- 7shifts: scheduling, team communication and payroll. About $40–$150 per location per month.
- SafetyCulture: inspections and checklists. About $24 per user per month (Premium).
- Generic AI assistants: writing and analysis for about €20 per user per month, but with no business memory, no permissions and no follow-through.
- Consultants: judgement and trust, but expensive, and gone after the visit.

These are serious products, and many are adding AI. SANDR doesn't replace them; she sits alongside them. Her edge is a combination they don't have:

- a structured body of hospitality management knowledge;
- permission-checked actions that follow through;
- a private channel that staff actually trust;
- a memory of what was tried and what worked.

At €74–€299 per workspace, SANDR is also priced well below most of them.

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GOING TO MARKET

1. Guided beta: 60 days with onboarding and support, rolling out in stages to the first 100 users across Lithuania, Latvia and Estonia. Multi-site café groups reached through the founder's network are an initial focus. Each team picks one real, recurring problem. The goal is first usage data, real use cases, results and references; the programme's scope may widen as it develops.
2. Consultants: hospitality consultants carry their recommendations into clients' daily work through SANDR, and each brings several clients.
3. Self-serve: Free and Manager plans for independents, brought in by SANDR's own resources and content.
4. Measured marketing: content, events, partnerships and small paid tests, scaled only once customers activate and stay.

Wider public availability targets early 2027, without a fixed launch date promised.

Inside each customer, growth comes from more locations, more managers, more staff on the frontline channel, and more voice use.

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WHAT WE MEASURE

Our core measure is the Weekly Useful Change: a location gives fresh input, a manager reviews what matters, it becomes real work, and later there is proof or a result. Logins don't count.

We also track:

- time to first useful result;
- retention at weeks 4, 8 and 12;
- activated-to-paid conversion;
- revenue per customer and per location;
- AI cost per customer;
- acquisition cost by channel.

The bar we've set ourselves:

- 40% of new workspaces activated;
- 8% of activated workspaces paying;
- monthly paid churn at or below 4%;
- acquisition cost paid back within twelve months.

These are targets. The guided beta gives us the first real numbers.

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TEAM

Matas Paulinas, Founder & CEO (full-time). More than fifteen years in kitchens, restaurant creation, hospitality leadership and consulting, including Noma, Nüman, Nineteen18 and Pas Mus. He turned years of fixing the same recurring problems into a method, and then into SANDR: the software, the knowledge and the company.

Arnas, Technical Lead (full-time from the round). Product engineer with experience at Saily, NordVPN, Danske Bank and Visma. He reviews and gates releases today and will own engineering, reliability and the engineering team.

Paulius, Commercial Strategy & Growth (full-time from the round). Senior commercial leader with executive and board-level experience at Akropolis Group, PRO BRO Group and Šiaulių Bankas. He shapes positioning and pricing today and will own sales, partnerships and growth.

The round also adds backend and frontend engineering capacity.

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THE RAISE

About €50,000 now, to make SANDR and the company ready:

- harden onboarding, billing and reliability;
- complete company, shareholder and IP setup;
- run the guided beta.

Then a €300,000 round for roughly twelve months. It brings the three leaders full-time, adds engineering, and proves that customers pay, stay and recommend SANDR, along with a repeatable way to find the next customer beyond our own network. Most of it pays for people. A detailed budget is available on request.

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RISKS AND HOW WE HANDLE THEM

- Managers don't build a habit. Response: voice, a morning brief, short check-ins and a guided start. We won't spend on growth until people keep coming back.
- SANDR only works with Matas in the room. Response: an independent self-serve group alongside the guided beta, and better onboarding.
- AI cost rises with use. Response: every feature is credit-priced with a margin target, with budgets, caps and no surprise overage.
- Staff don't trust her. Response: private by default, staff choose what to share, and trust is measured separately.
- Privacy fails. Response: access limits are built into the product, not left to the AI, and any suspected leak stops the affected feature.
- Customers expect integrations. Response: we're clear about what's live, and we choose integrations from paying-customer demand.
- Pricing is wrong. Response: we test by size, number of locations and use before scaling sales.

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THE BIGGER PICTURE

Hospitality is where SANDR starts, not where she ends. Salons, clinics, gyms and other service businesses share the same problem: a promise to a customer depends on people, information, timing and standards holding together.

SANDR is built on USOOSR, a foundation that keeps evidence, problems, responses, work and results connected while the industry knowledge changes. The adapter architecture is already defined, implemented and tested, with a published café pack and reviewed restaurant and hair-salon ontology work. The additional packs remain drafts, not publicly available or field-certified products. Each new industry brings its own language, knowledge and workflows into that established structure. Commercial expansion will follow evidence that hospitality customers pay and stay.

Our ambition is to build a €100m+ management company for service businesses that run on people, timing and handovers.

SOURCES AND NOTES

- Business and employment counts: Eurostat structural business statistics by size class (sbs_sc_ovw), NACE section I, reference years 2021 and 2024. 2024 is the latest year available (data published 30 September 2026).
- Manager share: Eurostat labour force survey (lfsa_eisn2), annual data 2021–2025, persons aged 15 and over. 2025 is the latest full year; 2026 quarterly data has not been published yet.
- Market value uses our own list prices and our assumed spend per size class. It is an estimate, not a forecast.
- Pricing and credit costs come from SANDR's current catalogue. Usage examples and AI costs are modelled and will be replaced by measured beta data.
- Competitor prices are public list prices found in October 2026 on vendor and review sites. They vary by billing term and should be checked before you rely on them.
- Product and engineering counts are direct counts from the SANDR codebase in October 2026.
- Product scope and roadmap wording reviewed on 28 October 2026: the Baltic beta scope and early-2027 target are plans, while reviewed adapter drafts are distinct from released industry products and measured customer results.
- Nothing in this document is an offer of securities or a guarantee of results.

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