

Multi-Brand Virtual Restaurant: Cloud Kitchen Business Model (Case Study of PT. Sagala)

Restoran Virtual Multi-Brand: Model Bisnis Cloud Kitchen (Studi Kasus PT. Sagala)

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ABSTRACT

The development of the Sharing Economy (SE) in the culinary field has experienced a significant increase during the pandemic era. The lockdown implemented in 2020 and the PPKM policy in 2021 have considerably affected the economy and behavior of the Indonesian people. Amid these challenging times, Cloud Kitchen has emerged as a notable innovation in the Food & Beverage (F&B) sector, particularly during the pandemic. The Multi Brand Virtual Resto business model, a variant of Cloud Kitchen, is gaining traction in Indonesia. This study aims to investigate the implementation of Multi Brand Virtual Resto in Indonesia, focusing on PT. Sagala as a case study. Interview findings reveal differences between Multi Brand Virtual Resto and Cloud Kitchen, with the former placing greater emphasis on the variety of products sold. PT. Sagala offers products with different brands for distinct product lines, all under one management. However, upon further analysis, Multi Brand Virtual Resto can be considered a form of Cloud Kitchen, specifically, The Rebel Foods model. In conclusion, PT Sagala's Multi Brand Virtual Resto business model is a manifestation of the Cloud Kitchen business model.

Keywords : Business Model; Cloud Kitchen; F&B; Multi Brand Virtual Resto

ABSTRAK

Perkembangan Sharing Economy (SE) di bidang kuliner mengalami peningkatan yang cukup signifikan di masa pandemi. Lockdown yang diterapkan pada tahun 2020 dan kebijakan PPKM pada tahun 2021 sangat mempengaruhi perekonomian dan perilaku masyarakat Indonesia. Di tengah masa-masa yang penuh tantangan ini, Cloud Kitchen telah muncul sebagai inovasi penting di sektor Food & Beverage (F&B), terutama selama pandemi. Model bisnis Multi Brand Virtual Resto, salah satu varian dari Cloud Kitchen, semakin populer di Indonesia. Penelitian ini bertujuan untuk menyelidiki implementasi Multi Brand Virtual Resto di Indonesia, dengan fokus pada PT. Sagala sebagai studi kasus. Temuan wawancara mengungkapkan perbedaan antara Multi Brand Virtual Resto dan Cloud Kitchen, dengan Cloud Kitchen lebih menekankan pada variasi produk yang dijual. PT. Sagala menawarkan produk dengan merek yang berbeda untuk lini produk yang berbeda, semua di bawah satu manajemen. Namun, setelah dianalisis lebih lanjut, Multi Brand Virtual Resto dapat dianggap sebagai bentuk dari Cloud Kitchen, khususnya model The Rebel Foods. Kesimpulannya, model bisnis Multi Brand Virtual Resto PT Sagala merupakan manifestasi dari model bisnis Cloud Kitchen.

Kata kunci : Model Bisnis; Cloud Kitchen; F&B; Multi Brand Virtual Resto.

1. Introduction

In 1995, the establishment of eBay's marketplace facilitated online buying and selling, leveraging the Sharing Economy (SE) through a digital platform (E-Bay, 1995). The SE, characterized by peer-to-peer exchanges of underutilized goods or services, allows individuals to profit by selling or leasing their possessions, supplementing their primary income (Munoz & Cohen, 2017). SE-based businesses, such as Airbnb and Uber, have thrived in the United States, and Indonesian startups have also adopted this principle. For instance, in 2010, GO-JEK utilized SE by offering transportation services through local motorbike owners, and in 2014, Grab entered Indonesia with a similar model. Subsequently, other startups embracing SE emerged across various sectors, significantly contributing to the Indonesian economy (FEB UI Demographic Institute, 2019).

Since 2015, the SE model has permeated the Food & Beverage (F&B) industry in Indonesia. Major startups, such as GO-JEK and Grab, introduced food delivery services (GO-Food and GrabFood), garnering immense consumer interest and bolstering Micro, Small, and Medium Enterprises (MSMEs). Shopee Indonesia also launched ShopeeFood in 2020, further supporting the growth of MSMEs (BEKRAF data). Nurbayti (2019) noted a behavioral shift towards online food ordering.

The pandemic has accelerated SE's growth in the culinary sector due to lockdowns and PPKM policies, increasing demand for food delivery services and compelling F&B businesses to innovate for survival (Fakhriyyah et al., 2021). A notable innovation is the Cloud Kitchen business model, which minimizes costs by providing a shared kitchen for multiple brands without offering on-site dining services (Indiaexpress, 2021; Kulshreshtha & Sharma, 2022). Before the pandemic, Indonesia had introduced a Cloud Kitchen Business Model. Grab Indonesia initiated the Grab Kitchen program, aiming to help F&B entrepreneurs expand their market reach and adapt to demand (GrabIndonesia, 2018). Consequently, new businesses adopted this model, such as Go-Food Joint Kitchen, Yummykitchen, and Eatsagala.

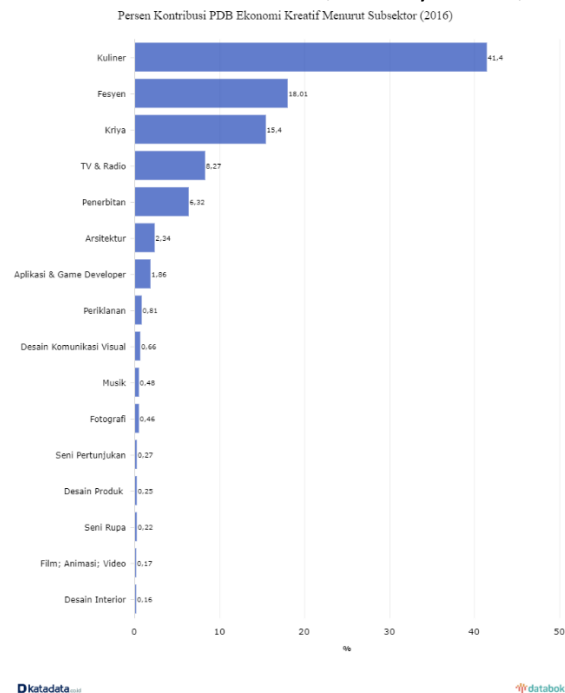


Figure 1. Contribution of GDP from BEKRAF (source : databoks.co.id)

Given the novelty of Cloud Kitchen, this research focuses on "Multi Brand Virtual Restaurant, Is It Adopting Cloud Kitchen (Case Study of PT.Sagala)." It aims to examine that Multi-Brand Virtual Resto is one of the type of cloud kitchen, that supposedly adopt in Indonesia, particularly PT. Sagala (Eatsagala). The results will be published in the International Journal of Socio-Economy and Business, an appropriate outlet for this study.

2. Literature Review

Sharing Economy

There are various opinions among researchers regarding the Sharing Economy (SE). According to Stephany (2015), SE is formed by the value of underutilized assets, either in the form of goods or services made accessible or usable by others through an online community. The value of these assets increases with their use by others. Woskow (2014) posits that SE is an online platform that provides community-owned assets, either in the form of goods or

services, for use by others. Schor et al. (2015) build on these ideas, asserting that SE is an economic activity based on peer-to-peer exchanges through digital platforms.

Despite the numerous theories, none of them definitively define SE due to its complex nature and multifaceted applications (Hossain, 2020). However, Hossain (2020) suggests that the most suitable theory for SE research is that of Munoz & Cohen (2017), which defines SE as a socio-economic system that enables the exchange of goods and services between individuals and organizations. This system aims to enhance efficiency and optimize the utilization of underutilized resources within society.

Cloud Kitchen

According to Kulshreshtha & Sharma (2022), Cloud Kitchens experienced significant growth during the COVID-19 pandemic. Consumer behavior shifted towards prioritizing cleanliness and maintaining distance to avoid infection, leading to a decline in dine-in preferences and an increase in dine-out demand. This shift was further supported by the restrictions imposed during the pandemic, forcing restaurants to adapt to survive and eventually thrive in the post-pandemic era. During this time, Cloud Kitchens emerged as a solution (Colpaart, 2019). As Colpart (2019) explains, Cloud Kitchens essentially help restaurants continue providing food by eliminating the dine-in element and focusing solely on take-out orders through digital platforms. This approach allows restaurants to reach a broader audience while adhering to regulations and reducing operational costs such as labor, dining space, and rent (Outlook, 2020). Thus, it can be concluded that Cloud Kitchen is a business model in the F&B industry that emphasizes food delivery and take-out services using digital platforms to increase operational efficiency (Oracle, 2020).

Over time, Cloud Kitchens evolved into Multi Brand Virtual Restaurants during the pandemic era (CNN, 2019). By incorporating Sharing Economy principles, Cloud Kitchens enable a wider variety of personal assets to be utilized by others. For instance, if an individual has a space suitable for a kitchen and cooking equipment, they can rent it out to multiple F&B brands. This concept defines Multi Brand Virtual Restaurants, where various culinary brands operate within a single shared kitchen to implement Cloud Kitchens simultaneously, significantly improving cost efficiency. This approach allows businesses to operate with lower capital, especially during the pandemic when many businesses experienced negative economic impacts (CNN, 2019).

E-Commerce

E-commerce encompasses distributing, acquiring, selling, and marketing goods and services through electronic systems such as the Internet, television, the World Wide Web, or other computer networks. Electronic financial transfers, electronic data exchanges, automatic inventory systems, and automatic data collection systems are examples of e-commerce. Consequently, *e-commerce* can be defined as marketing goods or services through information systems that utilize Internet technology (Sutabri, 2012).

E-commerce emerged as a result of societal behavioral changes adapting to technology. These changes stem from the significant technological advancements that have facilitated everyday transactions, both on a small and large scale. The availability of internet technology that simplifies transactions has led consumers to utilize it, thus transforming conventional behavior towards a more transaction-oriented approach (Garín-Munoz et al., 2019). Based on the definition mentioned earlier, online food delivery services such as Go-Food, GrabFood, and ShopeeFood fall within the scope of e-commerce (Nazir, 2003).

3. Research Methods

This study employs a descriptive qualitative approach. As per Nazir (2003: 54), the descriptive method aims to evaluate the current state of a group of individuals, an object, a set of conditions, a system of thoughts, or a class of events. Qualitative research employs verbal and written descriptions in a particular natural setting and various naturalistic techniques to gain a comprehensive understanding of the phenomena experienced by research subjects, such as behavior, perception, motivation, and action (Moleong, 2004, p. 6).

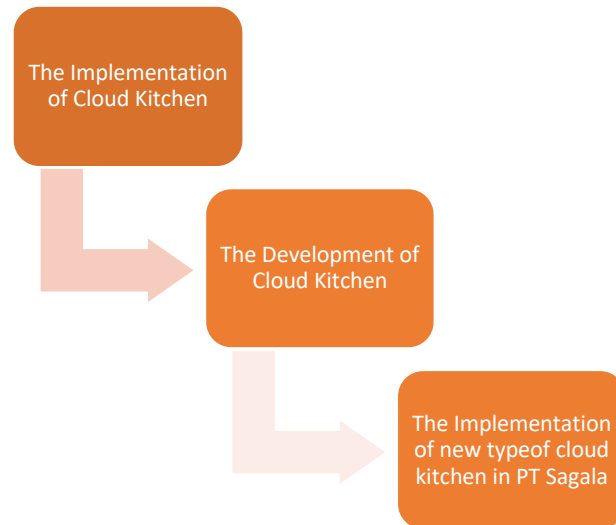


Figure 2. The Research Framework

Data Collection

Cresswell (2016) states that data collection involves narrowing the focus of a study, gathering information in a structured or unstructured manner, and developing a systematic method for storing or recording data. Sugiyono (2018) states that data can be collected through various techniques, including interviews and observations. In this study, data collection methods include:

1. Observation: Cresswell (2016) posits that observation methods require researchers to visit the research site directly to observe the behavior and activities of individuals. In this study, observations were conducted by examining the conditions and situations at PT Sagala, documenting marketing and sales-related activities in multiple locations.
2. Interviews: Esteborg, as cited in Sugiyono (2017), defines an interview as an interaction between two parties to exchange information or ideas through questions and responses, aiming to achieve shared communication and understanding of a specific subject. Qualitative interviews can be conducted through face-to-face meetings, phone interviews, or focus group interviews (Creswell, 2016). This study employed a semi-structured interview approach. Sugiyono (2018) explains that semi-structured interviews are a part of in-depth interviews in which the researcher prepares various study topics in the form of written questions, conducted more freely than structured interviews. Semi-structured interviews seek to explore issues more openly by soliciting informants' general opinions and suggestions. The questions posed during a semi-structured interview are adapted to the company's circumstances and conducted in an informal, everyday manner. In this study, the researcher, acting as the interviewer, inquired about applying the PT business model with informants. These responses will then be assessed to determine their appropriateness for implementing a cloud kitchen.

4. Results and Discussions

Company Profile

The interview results with PT Sagala's CEO and owner, Rahmandika, disclose the company's humble beginnings in Bandung in 2018. Ayam Bang Dava was the name of Rahmandika's first Ayam Geprek kiosk, which he began as a hobby with no intention of growing into a larger enterprise. Nonetheless, the revenue generated by this small business significantly surpassed projections, indicating growth potential and prompting the proprietor to establish the business formally. By 2019, Ayam Bang Dava had become a CV (Commanditaire Vennootschap) and expanded its brand portfolio. Several other brands, including Gyuban, Battered Egg Rice, Bronson Wings, Kaijoo, and The Rihuh Rasa Fried Rice, were introduced under the newly formed CV. This expansion represented a significant turning point in the company's growth trajectory, demonstrating its capacity to adapt and evolve in response to market opportunities.

In 2021, amid the COVID-19 pandemic in Indonesia, CV. Sagala underwent a rebranding and became PT. Sagala. This transformation enabled the expansion of the company's reach, which resulted in establishment of 27 stall subsidiaries in various locations, including Jakarta and Tasikmalaya. This expansion exemplified the firm's resilience and adaptability in challenging market conditions. The organizational structure of PT Sagala consists of four key divisions: Marketing, Finance, Operations, and Human Resources. Each division is essential to the company's overall success, providing vital support and expertise in their respective fields. The following paragraphs provide an overview of each division, emphasizing their contributions to the growth and development of the company.

The Marketing Division promotes the company's brands, drives consumer engagement, and enables growth. This division is responsible for developing and implementing marketing strategies that increase brand awareness, attract new consumers, and foster customer loyalty. The Finance Division handles the corporation's financial affairs, including bookkeeping, accounting, transaction recapitulation, and taxation. This division is crucial in assuring the company's financial stability, allowing it to invest in growth opportunities and maintain its market advantage.

The Operations Division oversees kitchen management, essential material procurement, distribution, and quality control. This division guarantees that the company's operations run well enough while maintaining high food quality standards and customer satisfaction. The Human Resources Division oversees recruitment, training, and organizational development, managing the company's workforce. This division is essential for developing a skilled and motivated workforce, vital to the company's sustained success and expansion.

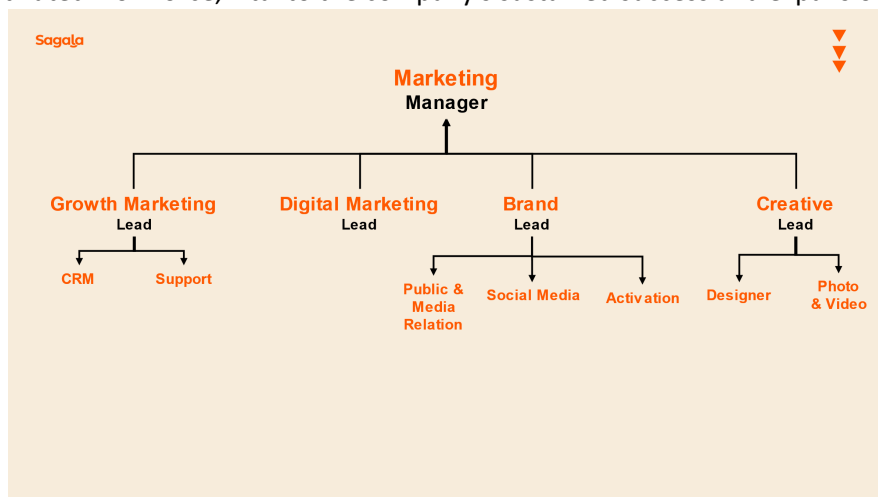


Figure 3. Marketing Division 1

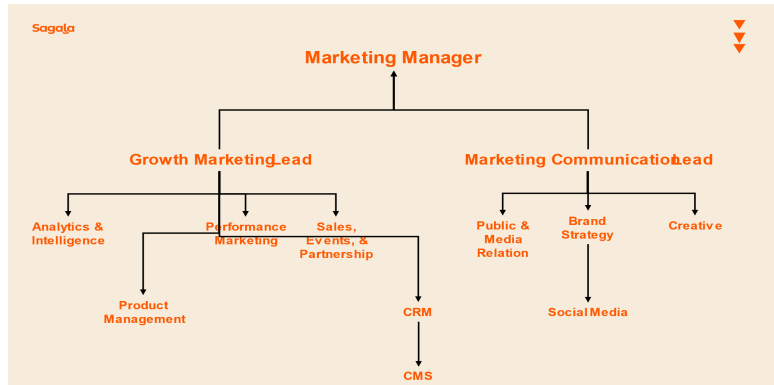


Figure 1. Marketing Division 2

PT Sagala's marketing department is divided into two divisions, each focusing on a different aspect of the company's marketing strategies and objectives. These divisions collaborate to develop a comprehensive marketing strategy, ultimately driving the company's expansion and ensuring a strong brand.

The first division within the marketing department is responsible for brand management and company growth. This division actively executes campaigns aimed at current and prospective clients to promote the company's offerings and reinforce its brand identity. By developing and administering the brand on a larger scale, the objective of the first division is to increase consumer awareness and interest. This emphasis on brand management and expansion is vital to PT Sagala's long-term success, enabling the company to establish a strong market presence and maintain its competitiveness.

The second division of the marketing department focuses predominantly on customer relations, ensuring that PT Sagala consistently exceeds customers' expectations. This division begins by analyzing consumer feedback, which provides valuable insight into customer preferences and enhancement opportunities. The second division can identify opportunities to increase customer satisfaction and loyalty by meticulously analyzing this feedback.

The second division manages customer information in addition to evaluating consumer feedback. This involves collecting and organizing client information to enable targeted marketing campaigns and personalized communications. Using this customer information, the second division can more effectively promote products that align with PT Sagala's brand identity, thereby ensuring customers' consistent and cohesive brand experience.

PT Sagala's two divisions' marketing departments collaborate to develop a comprehensive marketing strategy incorporating brand and customer relationship management. This dual-focus strategy enables the company to establish a solid market presence and cultivate long-lasting customer relationships, ensuring its continued growth and success.

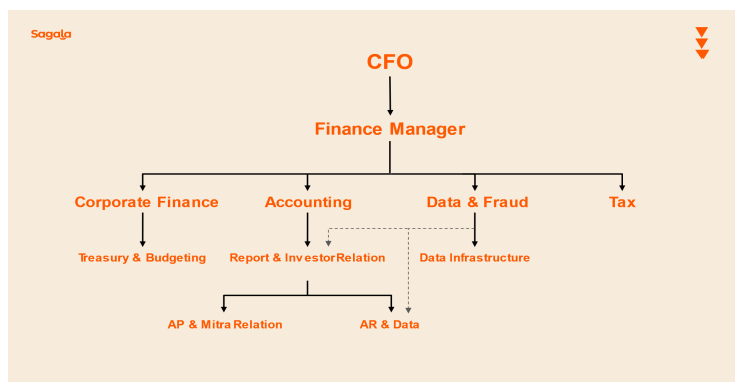


Figure 2. Finance Division

The Finance Division at PT. Sagala shares similar responsibilities with finance divisions in other companies, as explained by the CEO. These responsibilities encompass bookkeeping, accounting, and transaction recapitulation, as well as taxation. Furthermore, a fraud section addresses legal issues. Notably, during the interview, the CEO of PT. Sagala mentioned that the company continues to outsource the tax section to a third-party tax consultant, as it is more cost-effective than employing a permanent staff member for this role.

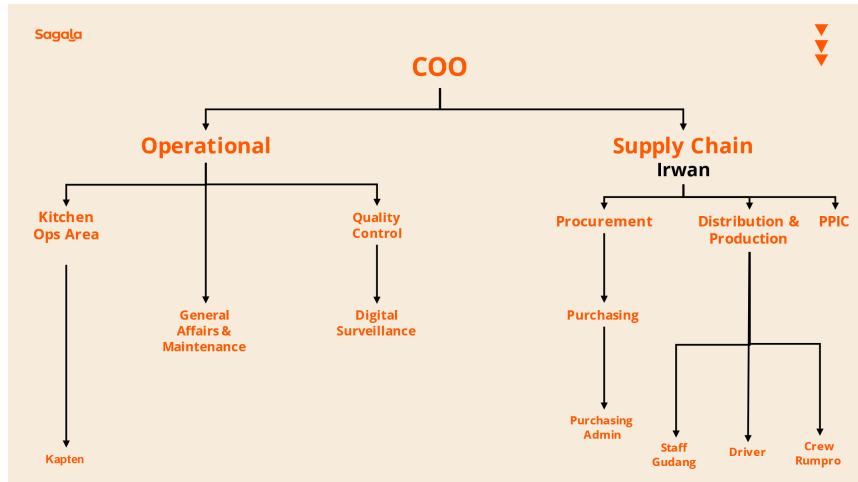


Figure 3. Operation Division

The Operations Division at PT. Sagala shares similar responsibilities and focuses with operations divisions in other companies. As a crucial part of the company's structure, this division ensures smooth and efficient operations across multiple aspects of the business. One of the primary responsibilities of the Operations Division is kitchen management involving overseeing the preparation and cooking processes, ensuring that the staff adheres to the company's policies and procedures, and maintaining a clean and safe working environment. Proper kitchen management is essential for delivering high-quality food products to customers.

Another critical function of the Operations Division is raw material procurement. This responsibility entails sourcing, purchasing, and managing the inventory of raw materials needed for food production. The Operations Division contributes to the company's profitability and overall success by securing high-quality raw materials at competitive prices. Distribution is another essential aspect overseen by the Operations Division, including managing the logistics of delivering food products to various locations, ensuring timely and efficient transportation, and coordinating with other divisions to guarantee that customer needs are met. Effective distribution processes are crucial for maintaining customer satisfaction and a positive brand image.

Lastly, the Operations Division is responsible for quality control, which involves monitoring and maintaining the standards of food products throughout the production process. This includes inspecting raw materials, overseeing food preparation, and ensuring the final products meet the company's quality expectations. Quality control is vital for maintaining a consistent and reliable product offering, ultimately leading to customer satisfaction and loyalty.

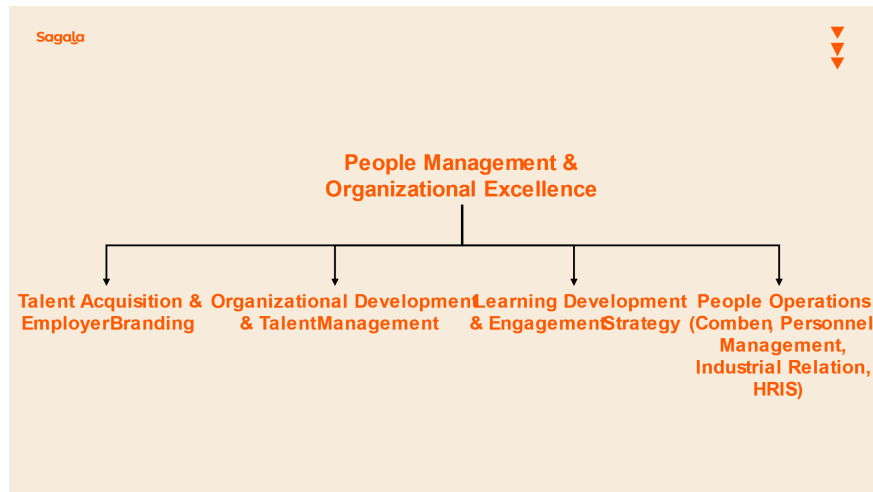


Figure 4. HR Division

The Human Resources department focuses on talent management, organizational development, and recruitment. In addition, this division is responsible for ensuring that all products handled by personnel are appropriately managed.

3.2. Business Model

The cloud kitchen itself is separated into six categories (Panda, 2022):

- a. The Cloud Kitchen in its original form is the Independent Cloud Kitchen. This business model operates only one brand with one kitchen and no customer-facing storefront. Operations begin with orders from online sources or applications -> go to the kitchen -> brands prepare dishes -> couriers collect food -> food is shipped.
- b. The Rebel Foods or Multi-brand Cloud Kitchen is an extension of the first cloud kitchen business idea. This model is based on data gathered from a single region and the demographics of that region's people. Eventually, existing food and beverage brands will be tailored to the region and demographic to attract as many customers as possible. Operations are comparable to Independent Cloud Kitchen's, except for the cooking phase. Based on the brand that specializes in the dish, food is produced. So it becomes an order from an online source -> enters the kitchen -> the food is prepared by a brand that specializes in that food ->, the delivery person collects the food, -> the food is sent.
- c. The hybrid Cloud Kitchen or Freshmenu Business Model combines a takeaway restaurant and a cloud kitchen. Slightly different from the independent cloud kitchen, where in the Hybrid Cloud Kitchen, there is a window or called a storefront, that buyers use to order directly on the spot and take it home. At the Independent Cloud Kitchen and Multi-brand Cloud Kitchen, buyers can only buy through the application, while at the Hybrid Cloud Kitchen, buyers can come to the place to take away. There are two forms of sales operations; the first is an order originating from an online source, -> goes to the kitchen -> the food is made by a brand that specializes in that food -> the delivery person picks up the food, -> the food is sent. The second form is the customer coming to the store -> ordering food -> paying, -> waiting for the food to come – the food is given to the customer to take home.
- d. The Swiggy Access business model is another party that owns a type of cloud kitchen where the kitchen is used. The kitchen is rented out to food entrepreneurs with their brands to produce food. The kitchen can also be used or rented by more than one food brand or entrepreneur in its production. This business model makes it easy for food entrepreneurs who need their cooking area. However, this third party provides an empty place, not with the equipment or decorations used to support the operational production process. Operations are very similar to Multi-brand Cloud Kitchen, where food production is made

based on the brand that specializes in the dish. So it becomes an order from an online source -> goes into the kitchen -> the food is made by a brand that specializes in that food -> the delivery person picks up the food -> the food is sent.

- e. The Zomato Infrastructure Cloud Kitchen is an updated and improved version of The Swiggy Access Business Model. The provision of space and cooking equipment by third parties makes it easier for entrepreneurs who rent to acquire cooking equipment for their production operations. Similar to The Swiggy Access, for operations, orders originating from online sources -> go to the kitchen -> food is prepared by a brand that specializes in that food -> the delivery person collects food -> food is sent.
- f. The Kitopi Business Model is the most recent Cloud-Kitchen Business Model variant. Virtually all production operational duties are contracted out (vendors). Entrepreneurs in the food industry will register their enterprises with third parties (Kitopi) to facilitate production. The buyer places an order via the application (Kitopi) -> vendors purchase the ingredients and store them -> vendors begin food production until the 90 percent stage -> vendors send the food to the entrepreneur or food brand -> the entrepreneur or food brand completes the food to 100 percent, including decoration, packaging, and labeling -> the company sends the food to the customer.

Operation

According to the interview results, PT Sagala is required to adopt the cloud kitchen fully. Multi Brand Virtual Resto was stated in the interview as the business model adopted. The purchased brand distinguishes cloud kitchen from other services. If with a cloud kitchen, there is only one brand for one restaurant or multiple brands under one platform or umbrella, the cloud kitchen is a single-brand solution. For instance, GrabKitchen and Faasos are the owners of multiple restaurant brands. In contrast to the Multi Brand Virtual Restaurant, all existing brands are managed by the same entity. A unique brand will handle each company's goods. This distinguishes Multi Brand Virtual Resto from cloud kitchen.

According to an explanation from the CEO, Multi-Brand Virtual Resto is operationally cheaper than cloud kitchen. Because management is still controlled by one company, the quality, distribution, operations, and prices can be reduced more than in a cloud kitchen. In addition, even though the management is the same, the different products for each brand are even more attractive to consumers. PT Sagala adopted one of the cloud kitchen business models after comparing their various versions. The utilized business model is either The Rebel Foods or Multibrand Cloud Kitchen. This research is based on six Business Model-related facts regarding cloud kitchens and PT Sagala's Business Model. There are parallels between the business models of PT Sagala and The Rebel Foods or Multi-brand Cloud Kitchen. PT Sagala's business model involves adopting either The Rebel Foods or Multi-brand Cloud Kitchen.

Analysis

Based on the interviews conducted and observations made by the researchers, PT Sagala reported that the Business Model employed is the Multi Brand Virtual Resto. The literature review findings align with PT Sagala's Business Model, which is the Multi-brand Cloud Kitchen. Therefore, PT Sagala has successfully implemented one of the Cloud Kitchen Business Models.

The adoption of the Multi-brand Cloud Kitchen Business Model by PT Sagala has been confirmed through interviews and observations. This model allows the company to reduce operational expenses by up to 70 percent compared to conventional restaurants. As a result of these cost savings, PT Sagala has managed to open 27 new branches in three major Indonesian cities. Furthermore, reducing operational expenses has enabled the company to maximize profits and facilitate business expansion.

PT Sagala's organizational structure is similar to other businesses operating in the food and beverage industry. The owner and CEO hold the highest positions within the company. Below the owner, two marketing divisions exist: Marketing Communication, responsible for managing client relations, and Growth Marketing, which focuses on the company's marketing growth. The CFO oversees accounting, taxation, and legal matters, while the HRD department handles recruitment, training, and organizational growth. Lastly, the COO is responsible for supply chain issues, procurement and storage of raw materials, distribution, branches, and the production of goods to be delivered to clients in the future. The food purchasing process at PT Sagala can be summarized as follows:

1. Orders are received through online sources.
2. Orders are sent to the kitchen.
3. Meals are prepared by brands specializing in these dishes.
4. The delivery person collects the food.
5. Food is delivered to the customers.

5. Conclusion

Based on the interviews and observations made by researchers, PT Sagala reported employing the Multi Brand Virtual Resto Business Model. The findings from the literature review suggest that PT Sagala's Business Model is consistent with the Multi-brand Cloud Kitchen model seen in the Cloud Kitchen's Business Model (Panda, 2022). Thus, it can be concluded that PT Sagala has successfully implemented one of the Cloud Kitchen Business Models. The Multi-brand Cloud Kitchen Business Model offers significant advantages over traditional restaurant models, as it can reduce operational expenses by up to 70 percent. These cost savings have enabled PT Sagala to open 27 new branches across three major Indonesian cities. Furthermore, minimizing operational expenses maximizes the company's profit, facilitating its growth. Regarding food purchasing, orders are received from online sources and directed to the kitchen. Specialized brands prepare the respective dishes, and upon completion, a delivery person collects and delivers the food to the customers.

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