

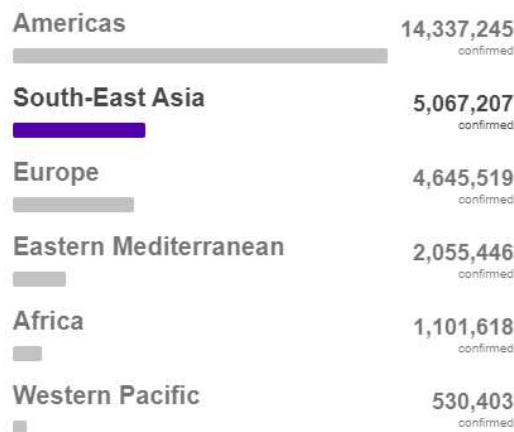
CHAPTER I

INTRODUCTION

A. The Initial Idea

A media statement of viral pneumonia in Wuhan, People's Republic of China, was captured by World Health Organization (WHO)'s Country Office in People's Republic of China at the end of 2019, whom later notified the International Health Regulation focal point. Thereafter, the 'viral pneumonia of unknown cause' had reached a number of over a million cases in the first quarter of 2020 worldwide. The unknown cause is later identified as Novel Coronavirus (NCoV) and named as COVID-19 (World Health Organization, 2020a).

FIGURE 1
WHO Coronavirus Disease Situation by WHO Region
September 2020



Source: World Health Organization (2020b)

Up to the third quarter of 2020, the current pandemic is not over yet. Based on Figure 1 above, WHO recorded that from the first recorded case to September 2020, there are more than five million positive confirmed cases in South-East Asia, including Indonesia, which ranked second-largest confirmed cases after the Americas that reached more than 14 million confirmed cases. As

a result of the pandemic, many industries, including the tourism sector, are facing a crisis. Restaurant or/and food and catering service providers as one of the tourism industry branches are affected in their operational, as they are instructed to have social gaps in the establishment, limit to delivery-only in demands, and some needed to shut down the activities. Nevertheless, activities related to food are still constrained (Organization for Economic Co-operation and Development, 2020).

FIGURE 2
Future Market Prediction on Total F&B Revenue- Restaurant
March 2020



Source: Indonesia Hotel and Restaurant Association & Horwath HTL (2020)

A survey done by Indonesian Hotel and Restaurant Association with Horwath Hotel, Tourism, and Leisure (HTL) Corporate shows 44 percent of their respondents believes their restaurant revenue are going to fall between 25 to 50 percent in the first half year over year (H1 YOY). Therefore, in order to save the business during the pandemic, restaurant and other food and beverage business owners have to adapt on how the society are changing while following the health and safety procedure.

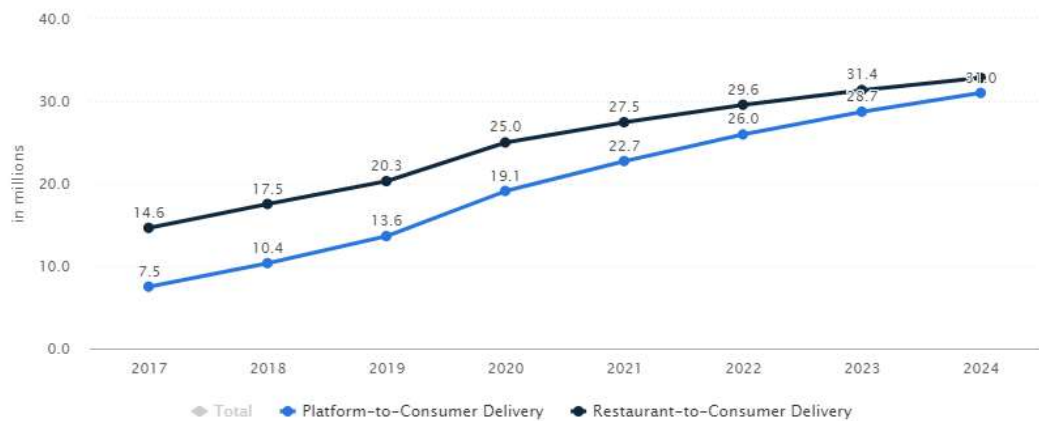
TABLE 1
Indonesian Consumers' Use of Online Channel Before and After COVID-19
(percentage of respondents purchasing online)
June 2020

Categories	Pre- COVID- 19 (%)	Growth in Consumers Buying Online (%)	Growth in Customers Purchasing Category Online (%)
Groceries	37	+18	49
Food takeout & delivery	68	+17	25
Snacks	34	+24	71
Household supplies	31	+20	65
Personal-care products	38	+14	37
Skincare & makeup	63	+15	24
OTC Medicine	28	+21	75
Vitamins/ Supplements	37	+25	68
Apparel	55	+14	25
Accessories	59	+0	0
Jewelry	25	+19	76
Entertainment at home	82	+9	11

Source: McKinsey & Company (2020)

Additionally, Table 1 above shows a survey done by a consulting firm, McKinsey & Company, to Indonesia general population (above 18 years old) on Indonesian consumer sentiment during the coronavirus crisis. It shows that 68 percent of the respondent has used online channel to get food takeout and delivery before the pandemic occurs, and a percentage of 17 shows they started to use online channel after the it occurs. The survey also mentioned that even restaurant delivery is potentially here to stay, where the survey result on user growth since COVID-19 in restaurant delivery activity get four percent and reach 84 percent on consumers intention to keep doing the activity after COVID-19 (McKinsey & Company, 2020).

FIGURE 3
Online Food Delivery in Indonesia– Users (in Million)



Source: Statista (2020)

It is also shown in Figure 3 above that the trend of online food delivery in Indonesia will keep increasing each year, even after the pandemic occurs. The online food delivery activity above refers to meals that are ordered online via a platform or restaurant website that are delivered directly by the restaurant, meals that are ordered and delivered both by a platform, and meals that are ordered online and later being picked up in the restaurant (Statista, 2020). To sum up, food delivery service is already a familiar activity to Indonesia market behavior, and the current pandemic increases the users that are using food delivery service. The users of the activity are also forecasted to keep increasing in the upcoming years, even after adjusted with the COVID-19 situation. To illustrate the consumption behavior of food delivery service before the pandemic, a marketing consultant company, Inventure Indonesia discuss about Nielsen's survey in 2019 that shows 58 percent of the respondent ordered their meals online using their smartphone. The average frequency of this activity is 2.6 times a week, and the reason for using a food delivery service is to save time

and energy. Nevertheless, in 2019, dine-in was still the most popular activity, followed by food delivery service, and takeaway (Fatahillah et al., 2019).

A survey done by Walandouw et al. (2020) under Lembaga Demografi of the Faculty of Economics and Business of Universitas Indonesia shows that GoFood, a food delivery service by Gojek, contributed an amount of 34.1 trillion rupiah to Indonesia economy in 2019, outperformed than the other Gojek services such as GoSend (24.3 trillion rupiah), GoRide (11.1 trillion rupiah), and GoCar (7.7 trillion rupiah). As the pandemic occurs in March 2020 in Indonesia, it is mentioned that from March to June 2020, 40 percent of the survey respondent are newcomers on being GoFood partners. However, during that period, the income of 76 percent of GoFood partners decreased due to many reasons.

TABLE 2
Micro, Small, and Medium Enterprises (MSMEs) Sales Difficulties during
Pandemic in Indonesia
August 2020

Description	Old GoFood Partners (%)	New GoFood Partners (%)
Decreased number of customers	73	57
Difficulty in business capital/ cashflow	46	46
Uncertainty of PSBB policy	40	35
Unable to accept dine-in customers	40	27
Limited operational hours	26	17

Source: Walandouw et al. (2020)

According to Table 2 above, both old and new GoFood partners are facing difficulties, mostly because of the decreased number of customers. It is certain that all of the difficulties are the impact of the pandemic. Nugroho, as Gojek Chief Public Policy and Government Relations, states the decreased sales happened because shopping center and culinary center stop operating temporarily, and those who were targeting employees as their market cannot

sell as much as before since the work from home policy applied (Maharani, 2020). However, Sutjahyo, as Gojek Chief Food Officer, states there is an increase of ten percent in transaction during May compared to the end of April, also 30 percent increased sales that occur to several snack merchants (The Jakarta Post, 2020).

As food delivery service is still operating during the pandemic, many dine-in restaurants, including hotels' restaurants, start to offer delivery service so that the business can continue running. To illustrate this matter, Mulia Hotel Jakarta begins to deliver its restaurant meals to customers after the "Work from Home" policy applied. The consumer can choose whether to pick up their orders in the car call station in the hotel or to have the orders delivered to their house. The same thing was also applied by JW Marriott Jakarta, where the hotel encourage delivery order with the 'Delivery by JW' program since April (KumparanFOOD, 2020). Another example, Ismaya Group also starting their Home Delivery Services where their consumers can order the menu from food delivery platform like GoFood, also open their e-commerce in Tokopedia for their Ismaya Gourmet Shop and Ismaya Bottle Shop (Ismaya Group, 2020).

Subsequent to food delivery service as one of market behavior, a cloud kitchen exists and sometimes also called as ghost kitchen, shared kitchen, dark kitchen, commissary kitchen, or virtual kitchen (Colpaart, 2019). Cloud kitchen and food delivery service are suited for each other, whereas restaurants or brands that use cloud kitchen concepts are selling their product entirely through delivery, and the purchaser may consume it in another place, unlike traditional restaurants that are built for dine-in (Hanet, 2019). From the previous theories,

it is coherent to say that restaurant or brand that use the cloud kitchen concept only focus on selling their meals; thus, business owners do not have to consider the restaurant expense for interior and seating layout, and they can cut off the labor cost as it does not need a waiter/ss in their daily operation, etc.

The examples of cloud kitchen that operated in Indonesia are GrabKitchen, GoFood Kitchen, Yummy Kitchen, Everplate Kitchens, Hangry, etc. GrabKitchen, and GoFood Kitchen are using a delivery app owned with fully stacked cloud kitchen model (the cloud kitchen is owned by the aggregator, and multiple restaurants as partner brands only take care of their products). Yummy Kitchen works like a fully outsourced cloud kitchen model (the cloud kitchen buys and stores the partner brands' raw materials and pre-prepare them in the centralized kitchen), but it directly delivers the food via delivery app aggregators. Both GrabKitchen, GoFood Kitchen, and Yummy Kitchen use a revenue sharing system with their brand partners. Everplate Kitchens, on the other hand, use a hybrid cloud kitchen model and rents its kitchen to multiple business brands, and Hangry is a multi-brand cloud kitchen restaurant.

Gading Serpong in Tangerang Regency will be chosen as the location of KööK Cloud Kitchen Space, specifically in Ruko Darwin. Ruko Darwin is located in the Pagedangan District, which is located in the south part of Tangerang Regency, and boundaries with Kelapa Dua District, Serpong District, Tangerang Selatan Regency, Cisauk District, and Legok District (Statistics of Tangerang Regency, 2020a). According to Statistics of Tangerang Regency (2020b), Tangerang Regency itself has 2,794,969 population, where

Pagedangan District has 88,649 population, and its boundaries: Tangerang Municipality has 2,185,304 population, Kelapa Dua District has 151,513 population, Serpong District with 199,283 population, Tangerang Selatan Regency has 1,747,906 population, Cisauk District with 74,250 population, and Legok District with 106,060 population. It was mentioned in Pagedangan District Figures in 2020 by Statistics of Tangerang Regency (2020a) that in 2017, all of the villages in Pagedangan District already have asphalt road in transportation facilities that can be used by motorcycle and four wheels vehicle. Therefore, the location of KööK Cloud Kitchen Space is suitable for operating businesses that practiced food delivery systems, which mostly utilize motorcycle in the delivery process.

After observing the current situation and market trends, a title of Business Feasibility Study of KööK Cloud Kitchen Space at Ruko Darwin in Gading Serpong, Tangerang Regency is being proposed. KööK Cloud Kitchen Space will rent the kitchen spaces monthly as a commercial site for culinary business owners to operate their business, which allow them to develop their business or even to start the business. The culinary business owners referring to food or beverage business, as well as food catering service providers. However, this establishment will not accept dine-in method for the tenants' customer activity. Therefore, the food or beverage business could utilize the online food delivery aggregators service available in the country or apply a takeaway method.

KööK Cloud Kitchen Space will provide service center area as the area to place the orders and pick up them, where KööK's employee will assist the tenants as a runner in delivering the orders from tenant's kitchen space to the service center. Other than that, the business will provide basic equipment such as working table, sink, 4-burner stove, chiller, and freezer; therefore, the business owners do not have to buy their own commercial equipment. The monthly rental fess proposed to the tenants will include the bills for maintenance and utilities of electricity, gas, and water. Moreover, KööK will also provide security and CCTV, Wi-Fi, waiting space for third parties, staff locker, and other facilities to support the tenants' operational.

The existence of kitchen space helps the culinary business to operates their business in a lower cost rather than opening a restaurant, as they do not need to spend more cost for the interior, labor, and other expenses. Consequently, KööK Cloud Kitchen Space idea arises to support the foodservice industry in a developing trend of food delivery service that is shifting from dine-in restaurant as the impact of the current pandemic. This business also proposed to create commercial kitchen spaces that are affordable for food entrepreneurs and/or business owners to run their business in order to meet the public demand to fulfill their daily consumption needs.

B. The Objectives

The objectives will be the author's guidelines in conducting the business feasibility study, which consisting of major objective and minor objectives.

1. Major Objective

The major objective of this business feasibility study is to investigate and examine whether Köök Cloud Kitchen Space is a feasible business idea to be pursued, namely from these aspects:

a. Market Aspect

This aspect will examine the market feasibility, which includes the description of the industry, current market, competition, potential buyers, etc.

b. Operational Aspect

The operational aspect will examine the facilities, activities, and relationship among them. The information collected will be used to count the needed space for the facilities and the suitable area equipped with supporting technology and the type of activities that will be done to run the business.

c. Organizational Aspect

The organizational aspect will analyze the organizational structure of the business, as well as the legal requirements from the government.

d. Financial Aspect

This aspect will examine the financial business feasibility, that projects the required start-up capital, sources of capital, return on investment, etc.

2. Minor Objectives

The study aims to achieve some minor objectives that have not been mentioned in the major objectives, such as:

- a. To support and encourage the culinary business growth, which leads to creating job opportunities for local population, as well as increasing the local economy in Tangerang Regency.
- b. To fulfill the demand of space for culinary business owners to open new business or expand their business.
- c. To become measurement tool for investors and third parties in funding loan for the business.
- d. To enrich the data for academical and research purpose for those who want to pursue the similar study.

C. Research Method

Creswell and Creswell (2018) states there are three research methods that require researchers to collect data, analyze, and interpret purposely for their study, which are quantitative methods, mixed methods, and qualitative methods. Quantitative designs example are longitudinal design experimental designs, experimental designs, and nonexperimental designs such as surveys. Mixed method designs include complex design, exploratory sequential, explanatory sequential, and convergent. Meanwhile, qualitative designs model are narrative research, phenomenology, grounded theory, ethnographies, and case study (Creswell and Creswell, 2018).

Prior to the previous statement, Veal (2018) explain that quantitative approach is associated with numerical data in order to mark conclusion or verify hypotheses of a research. On the other hand, qualitative approach is correlated to data that take form of words, orally or in writing; images; and/or sounds. Hence, this business feasibility study will gather quantitative primary data and qualitative secondary data.

1. Primary Data

Saunders et al. (2019) state that primary data is new data that have not been published before, and obtained specifically for the research project that being undertaken. Furthermore, primary sources is a fundamental work or experience that is used in the original report in order to gain particular information to support the research, which take forms in journals, abstracts, movies, scholarly books, etc. (Salkind, 2017). In other words, primary data can be defined as an original data that is obtained purposely to support a research project.

a. Survey Research Using Questionnaire

Survey research as one of research strategies is a planning process where a study is being conducted and involve activity of collecting information from various subjects (Veal, 2018). Fowler also explained that survey research provides quantitative account of trends, attitudes, or opinions of a population that are gathered by studying the population sample (2008, as cited in Creswell & Creswell, 2018). From the definitions above, survey may be explained as a study that involved gathering information of trends, attitudes, or opinions from specific population.

Survey instruments vary from interviews, observation, and questionnaire. To gather quantitative data from proposed market, questionnaire method is being used in order to support this business feasibility study analysis. Questionnaire is a set of questions that are written or printed or computer-based and have a pro forma to records the answers to the distributed questions (Veal, 2018). Additionally, De Vaus' study (2014, as cited in Saunders et al., 2019) defines questionnaire as a common term of data collection that require individual to respond the exact set of questions. In short, questionnaire can be described as a data collection method that consist of printed or computerized set of questions that are distributed to get feedback from individuals.

Veal (2018) states there are seven types of questionnaire-based survey, namely household survey, street survey, telephone survey, online or web-based survey, mail survey, site or user survey, and captive group survey. The type of the questionnaire will be distributed for gathering information is the online or web-based survey, where respondents are able to fill the screen-based questionnaire online (Veal, 2018). The characteristics of online questionnaire are the survey is completed by respondents via email or Internet only, is inexpensive, will not take a long time to complete, and the response rate is medium from low to high (Veal, 2018).

2. Secondary Data

Secondary data is data that has been collected before for some other purposes and later can be analyzed to provide additional knowledge, interpretations, or conclusions (Saunders et al., 2019). According to Salkind (2017), secondary sources provide secondhand information or information that has been removed from the original research, such as review papers, encyclopedias, textbooks, readings anthologies, etc. In other words, secondary data can be described as data that already gathered before for some purposes and used by the other person to be analyzed or to support further study. This business feasibility study will gather secondary data to complete a certain understanding, which will be elaborated below.

a. Types and Sources of Data

1) Survey

Saunders et al. (2019) refer survey secondary data to an existing data that are gathered originally for several purposes by survey strategy, which then divided to three distinct subtypes, such as census, regular or continuous survey, and ad hoc survey. The secondary data that are obtained from survey are the governments' censuses and survey, also survey that are done by organizations.

2) Document

This type of secondary data abide physically (and digitally) as evidence to be reanalyzed for different purposes across time and space (Lee, 2012, as cited in Saunders et al., 2019). Document secondary data are divided to text, audio, and visual or audiovisual,

and this study will use several text of news reports and organizations' website, also audiovisual of video recordings.

3) Multiple Source

It can be defined as a thorough compilation from document or survey secondary data, or combination of the two. The multiple source secondary data consists of snapshot, longitudinal, and continually updated data (Saunders et al., 2019). This study will use the content of government publications, books, and journal articles.

b. Applications of the Secondary Data in the Feasibility Study

The gathered secondary data will be used to support this business feasibility study from the first until the last chapter, and as a guidance for author in understanding several terms, hence the analysis and the examination of all aspects that exist in this study can be done correctly and precisely.

c. How to Collect the Secondary Data

The secondary data are obtained and gathered through university database and library resources, online government and organization publications, electronic books, and credible sources that are available in the Internet.

D. Theoretical Conceptual Review

1. Tourism

The definition of tourism evolved through history, and there is a general definition that is accepted for decades, where tourism is explained as the movement of people that is provisional from their usual place to the destination, and facilities can be found to provide their needs for the activities being taken throughout the stay (Cook et al., 2018). Cook et al. (2018) state about tourism that encompasses a wide range of people, activities, and facilities and also is a collection of industries that are attached to one another with a common denominator, which is the traveling public. Walker (2017) explained about tourism as a dynamic, progressing, consumer-driven force industry that covers a collection of industries under one umbrella. The industries mentioned earlier make tourism as the world's largest industry, which covers tourism and travel, lodging, MICE (Meetings, Incentives, Conferences, and Exhibitions), restaurants, destinations, and event management, also recreation.

In addition, United Nations World Tourism Organization or UNWTO (2008, as cited in Cook et al., 2018) states there are several components that complement tourism, such as accommodation services, food and beverage services, passenger transport services (railway, road, water, air), transport equipment rental services, travel agencies and other reservation services, cultural services, sport and recreational services, country-specific tourism goods, and country-specific tourism services. Thus, tourism can be defined as the activity of people moving outside their

usual place temporarily, and there are facilities that support the action which vary from many industries.

2. Food and Beverage Industry

Food comprises various styles and cuisine types, while beverages comprise all alcoholic and non-alcoholic drinks (Cousins et al., 2014). Payne-Palacio and Theis (2016) refer to the food and beverage or foodservice industry to all establishments where food is served outside of the home, including restaurants, hotel dining rooms, coffee shops, fast-food outlets, also those that operate in public places. Cousins et al. (2014) explain about types of food and beverage service operations that are involved with the supplies of ready-to-eat meals consumption, consisting of various types of restaurants, cafés, cafeterias, takeaways, canteens, function rooms, tray service operations, lounge service operations, home delivery operations and room service operations for hotel guests.

The production system in foodservice operation should be well-organized with enough staff, equipment, materials for the right standard of food quantity and the required number of people (Cousins et al., 2016). According to Payne-Palacio and Theis (2016), there are four types of foodservice system, which are:

a. Conventional system

The system has been used traditionally where raw foods are purchased, prepared on-site, and served soon after the preparation. Independent restaurants, schools, colleges, hospital and health care facilities, homes

for specialized groups, and in-plant employee feeding are the example of this system's user.

b. Ready-prepared system

Sometimes also called as cook/chill method or cook/freeze system, where foods are prepared on-site, then chilled or frozen, and stored for reheating at a later time. This system has been used by large-volume institutions and centralized commissary chain setups, such as health care units, employee feeding facilities, airlines, and correctional institutions. However, lower volume applications exist these days, such as in schools, supermarkets, fast-food companies, and large restaurants.

c. Commissary (Central Production Kitchen)

The commissary system is identified as a large, central production kitchen with centralized food purchasing and delivery of prepared foods to service (satellite) units located in separate, remote areas for final preparation and service. Such system users are airline caterers, large city school systems, and franchised or chain restaurant organizations that provide food for their various outlets and vending companies.

d. Assembly/Serve system

This system is also called as 'kitchenless kitchen,' where it requires no on-site food production; thus, fully prepared foods are purchased, stored, assembled, heated, and served. The primary users for this system are hospitals, but health care and restaurants also use it.

3. Restaurant

In 1765, the word ‘restaurant’ was first used in a cookshop in Paris where a bouillon maker named a sheep’s-foot soup as *restaurant* or restorative soup. It is also mentioned that the word *restaurant* derived from the French verb *restaurer*, which has meaning of “to restore” or “to refresh.” Later in 1782, the first restaurant was established in Paris, where a cook shopkeeper, Beauvilliers, converted his take-out shops to listing the available meals on a menu and served them on small tables during fixed hours (Payne-Palacio & Theis, 2016).

A restaurant is defined as a place that prepares meals, thus others are able to purchase them (Walker, 2017). Moreover, Cousins et al. (2016) describe restaurant as a term that encompasses a variety of operations, such as price, level and type of service, décor, styles, cuisines and degree of choices. In conclusion, a restaurant can be explained as a place that prepares meals for customers to purchase, and the place covers a wide variety of operations. Additionally, Walker’s study also discussed the kinds and characteristics of a restaurant, which can be segmented into these categories:

- a. Chain or Independent
- b. Quick Service Restaurant
- c. Quick Casual
- d. Family
- e. Casual
- f. Fine Dining

- g. Others, such as steakhouses, seafood, ethnic, theme, coffee shops, chef-owned, celebrity chefs, and centralized home delivery.

In centralized home delivery restaurants, meals are being prepared and later being ordered and delivered through the Internet (Walker, 2017). Moreover about centralized food production methods according to Cousins et al. (2016), is a production that is not linked directly to be served, but foods are produced and distributed to other services that are in a different place.

4. Food Delivery Service

There are various food courts that allow their place to become an order and preparation center, thus meals (usually popular foods like pizza, Chinese, Mexican, and Italian foods) are prepared and carried within the area (Walker, 2017). Walker (2017) also mentioned that home delivery has been run by individual pizza parlors and pizza chains, and now as well offered for upscale dining. However, there are some cases where customers want to pick up their own order; thus, they can request the meals by phone or fax to the restaurant in order to cut time at the site.

According to Payne-Palacio and Theis (2016), there are four styles of service such as self-service—buffet, salad bar, drive up, free flow; tray service—centralized or decentralized; wait service—counter, table, family, banquet; portable meals—off-premise or on-premise delivery. Portable service is a style of service where meals are being delivered to the home or office throughout an industrial plant (Payne-Palacio & Theis, 2016). Off-premise delivery have to deliver meals to the meal sites from a commissary

or central kitchen. Meanwhile, on-premise delivery is used to distribute meals inside the industrial plants (Payne-Palacio & Theis, 2016).

5. Takeaway Service

Jaworowska et al. (as cited in Blow et al., 2019) characterized takeaway food as convenience and fast-food meals, pre-prepared and ready to eat at once, eaten in-store or somewhere, or can be ordered for delivery. According to Cousins et al. (2016), takeaway service provides prompt provision of food and beverages, which is developed from variety of concepts. Meanwhile, Davis et al. (2018) refer takeaway as a foodservice methods that utilizes a 'fast foods' concept completely, where the operation offers a limited but varied basic menu. The customers are able to take out the food or consume it on the establishment, and some takeaway restaurants also offer a home delivery service to their customers. In other words, takeaway can be described as a foodservice method that offers immediate consumption meals that can be eaten on the establishment or take them elsewhere or even get the meals delivered to home.

6. Kitchen

According to Walker (2017), kitchen is the production core that should operate properly to produce the finest food quality, presentation, and fulfill the costing objectives. The process of receiving and preparing food before cooking is done in the kitchen, and the cooked food is then move to a serving station (Walker, 2017).

Kitchen equipment (equipment that is used in the kitchen) has different types according to its purpose, namely:

- a. Receiving and storing food
- b. Fabricating and preparing food
- c. Preparing and processing food
- d. Assembling, holding and serving food
- e. Cleaning up and sanitizing the kitchen and kitchenware (Walker, 2017).

7. Cloud Kitchen

Ye and Jones (2020) states that cloud kitchens are profitable facilities that purposely built to produce meals optimized for delivery. According to Maggo (2018), there are six models of cloud kitchen that already operating, namely:

- a. Independent

A cloud kitchen model of a single brand with a single kitchen that is usually concentrated in a cuisine and does not has a storefront. The consumers are able to order them online and get the foods delivered through self-delivery or via aggregators.

- b. Multi-brand

This model has multiple brands and cuisine in a single kitchen and does not have a storefront. It works like an independent cloud system, where foods can use a self-delivery system or via aggregators.

- c. Hybrid

The hybrid cloud kitchen is quite similar to multi-brand cloud kitchen model. Nevertheless, this model has multiple outlets in a single brand in a single kitchen and has a storefront. The hybrid model can use the delivery service and take away, whether via aggregators or self-delivery.

d. Delivery App Owned

A cloud kitchen model is owned by an aggregator that has a multi restaurant brands who rent bare shell space of co-working kitchens. The consumers can order online through the owner delivery app, and the aggregator will do the food delivery.

e. Delivery App Owned, Fully Stacked Cloud Kitchen

It is a rented kitchen that is owned by an aggregator with multiple restaurants as partner brands where they only need to take care of the foods. In this model, the online order also comes from the owner delivery app and is delivered via the aggregator, but consumers also have the option of walking in.

f. Fully Outsourced

This cloud kitchen buys and stores the partner brands' raw materials and later pre-prepare the food in the centralized kitchen. After the pre-preparation, it may send the food over to the partner brand's kitchen for final touches and picks it up again before delivers it. The consumer can order food from all sources.

8. Government Regulation During COVID-19

In order to prevent the cluster of NCoV exist in the workplace, the Minister of Health of Indonesia released guidelines that are listed in a Decree of Minister of Health Number HK.01.07/MENKES/328/2020 on Guidelines for Covid-19 Prevention and Control at Workplaces and Industries in Supporting Business Sustainability Amid the Pandemic. The guidelines for the restaurant industry are:

a. For Company

- 1) Periodically notice the current updates on the government's appeal and instruction about COVID-19 in the area.
- 2) Provide handwashing tools with hand soap or hand-sanitizer in front of the entrance and other accessible areas.
- 3) Require each person to wash their hands or use hand-sanitizer before entering the place.
- 4) Require workers to wear a face mask during working.
- 5) Ensure all workers understand about COVID-19 and its prevention.
- 6) Prohibition to enter for workers and visitors that have fever symptom, cough, flu, sore throat, difficulty breathing, and/ or diarrhea or have contact history with someone who is infected with COVID-19.
- 7) Check body temperature at the entrance. Someone with a temperature $\geq 37,3^{\circ}\text{C}$ (double-checking with five minutes interval) are not allowed to enter.
- 8) Require all food handlers or workers who have direct contact with food to wear a face mask, gloves (follow the food safety standard), or tongs while handling the food and wear chef hat and apron during preparation, processing, and packaging.
- 9) Maintain air quality inside the workplace by optimizing air circulation and cleaning the AC filter.
- 10) Attempt to have a cashless transaction with disinfection care for the transaction machine.

11) Periodically clean and disinfect the workplace at least twice a day (before opening and closing) by using the proper cleanser and disinfectant.

12) Increase cleaning frequency dan disinfection (at least three times a day), especially on surface area and equipment that are frequently touched or being passed by.

13) Practice social distancing a minimum of one meter while queueing. If possible, provide a visitor barrier with the cashier in the form of plastic or glass walls.

14) Increase food and beverage order service with online or delivery service or drive-thru, etc.

b. For Workers

1) Workers' condition should be healthy, and anyone who shows symptoms of COVID-19 (fever, cough, flu, sore throat, and/ or difficulty breathing) should stay at home and visit health service facilities, and report to a superior.

2) Wear a face mask during the commute and at work.

3) Provide touching face, eyes, nose, and lip.

4) Practice social distancing at least one meter from the other person.

5) Wear a separate uniform at the workplace.

6) Prevent sharing personal tools such as prayer tools, cutleries, etc.

9. Business Concept

The cloud kitchen concept is not yet a common business in Indonesia, as it is rare to find business that rent kitchen space for commercial use in one place. Cloud kitchen, as previously stated, could be applicable for business that operating online as it is built purposely for delivery. Meanwhile, the tenant that rent the kitchen space in KööK Cloud Kitchen Space could use delivery-only method or takeaway method. The concept of this business is quite similar to portable service, specifically off-premise delivery, where the foods are being delivered to outside the production site.

The cloud kitchen model that is applied in KööK Cloud Kitchen Space is similar to the hybrid model, where it will have multiple outlets and many brands in the establishment. The tenants that utilize delivery-only and takeaway method will be assisted by KööK's employees in taking the order from third parties (tenant's customers and/or food delivery aggregators person), and giving the prepared orders at the service center. However, the tenant have an option not to use delivery-only and/or takeaway method in the operation. For instance, a food catering service provider could utilize the kitchen space to produce their products.

The business will target foodservice business owners that want to open their business in Gading Serpong, whether to open a new business and/or to develop their brand. Moreover, the establishment will apply the guidelines from Minister of Health of Indonesia during the pandemic, also providing air purifier in the waiting space.