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ANALISIS CLOUD KITCHEN DALAM BISNIS F&B: PERAN OPERASIONAL DALAM EFISIENSI BIAYA DAN DAYA SAING DI PERKOTAAN

Avrilyn Vasca Theresian [1] , Christian Rafaele Nugroho [1], Evelyn Nethania Haura [1] , Graciella Sherren Kuswandi [1] , Jovan Alvino Pratama [1] , Michael Bryan Ng [1] , Patrice Wirjadinata [1], Nurhayati [2]

[1]Business Management, School of Business and Economics, Universitas Prasetiya Mulya

[2]Food Business Technology, Universitas Prasetiya Mulya

*Corresponding email: avrilyn07@gmail.com, Rafaelnugroho3@gmail.com, evelynnetha15@gmail.com, graciella.sherren@gmail.com, jovan.alvino06.ja@gmail.com, michaelbryanng04@gmail.com, patricewirjadinata@gmail.com, nurhayati@prasetiyamulya.ac.id

Abstrak: Pertumbuhan pesat platform pengantaran makanan digital telah mendorong munculnya cloud kitchen sebagai model bisnis alternatif dalam industri makanan dan minuman. Cloud kitchen beroperasi tanpa fasilitas makan di tempat dan berfokus pada layanan pengantaran melalui platform daring. Penelitian ini bertujuan untuk menganalisis bagaimana manajemen operasional berkontribusi terhadap efisiensi dan keunggulan kompetitif dalam lingkungan cloud kitchen multi-brand. Penelitian ini menggunakan pendekatan kualitatif melalui wawancara mendalam dengan seorang manajer operasional dari Hungry Base, sebuah operator cloud kitchen yang mengelola beberapa merek makanan dalam satu fasilitas dapur bersama. Hasil penelitian menunjukkan bahwa efisiensi operasional dicapai melalui penggunaan bahan setengah jadi yang dipasok dari gudang terpusat, penerapan standar operasional prosedur (SOP), pelatihan staf yang terstruktur, serta pengaturan tenaga kerja berbasis sistem shift. Selain itu, strategi pemasaran digital dan jam operasional yang panjang turut mendukung daya saing bisnis cloud kitchen di pasar perkotaan yang kompetitif. Temuan ini menunjukkan bahwa integrasi yang efektif antara manajemen rantai pasok, standarisasi operasional, dan strategi promosi digital berperan penting dalam menjaga keberlanjutan model bisnis cloud kitchen.

Kata kunci: Cloud Kitchen, Manajemen Operasional, Pengantaran Makanan, Efisiensi Biaya, Platform Makanan Digital

Abstract: *The rapid growth of digital food delivery platforms has accelerated the emergence of cloud kitchens as an alternative business model in the food and beverage industry. Cloud kitchens operate without dine-in facilities and focus primarily on delivery services through online platforms. This study aims to analyze how operational management contributes to efficiency and competitive advantage in a multi-brand cloud kitchen environment. A qualitative research approach was adopted using an in-depth interview with an operational manager from Hungry Base, a cloud kitchen operator managing multiple food brands within a shared kitchen facility. The findings indicate that operational efficiency is achieved through semi-prepared ingredients supplied from centralized warehouses, standardized operating procedures (SOPs), structured staff training, and shift-based workforce management. Additionally, digital marketing strategies and extended operational hours support the competitiveness of cloud kitchen businesses in highly competitive urban markets. The results highlight that effective integration of supply chain management, operational standardization, and digital promotion strategies plays a critical role in sustaining the cloud kitchen business model.*

Keywords*: Cloud Kitchen, Operational Management, Food Delivery, Cost Efficiency, Digital Food Platforms*

INTRODUCTION

The rapid development of digital technology has significantly transformed the food and beverage (F&B) industry. Online food delivery platforms such as GrabFood, GoFood, and other delivery services have reshaped consumer behavior, encouraging businesses to adopt more flexible operational models (Fridayani et al., 2021). One of the most notable innovations in this industry is the emergence of cloud kitchens, also known as ghost kitchens or virtual kitchens.

Cloud kitchens operate as delivery-focused food production facilities without physical dine-in spaces. This model allows businesses to minimize operational costs associated with traditional restaurants, such as prime location rental, interior design, and front-of-house labor (Youtap, 2025; Dhandy et al., 2023). Instead, cloud kitchens concentrate on efficient food production and rapid delivery services through digital platforms. The popularity of cloud kitchens has grown rapidly in recent years due to increasing consumer demand for convenient food delivery services. The global expansion of online food delivery platforms has enabled restaurants and new food brands to enter the market with relatively lower capital investment. The centralized kitchen model also allows businesses to operate multiple brands simultaneously within the same facility, improving operational flexibility and scalability. (Pandey & Jodhana, 2023; Fridayani et al., 2021).

Previous studies highlight that cloud kitchens can reduce operational costs while increasing business adaptability in the digital economy. Unlike traditional restaurants, cloud kitchens rely heavily on technology, centralized production systems, and delivery logistics to maintain efficiency and customer satisfaction. (Pandey & Jodhana, 2023; Fridayani et al., 2021). Despite these advantages, managing multiple brands within a single kitchen environment presents operational challenges. Effective coordination between supply chains, kitchen staff, and operational processes becomes essential to maintain product quality and service speed. (Reinaldilas et al., 2023).

Therefore, this study aims to analyze how operational management systems are implemented within a multi-brand cloud kitchen environment and how these systems contribute to operational efficiency and competitive advantage in the digital food service industry (Pandey & Jodhana, 2023; Fridayani et al., 2021).

LITERATURE REVIEW

Cloud Kitchen Business Model

The rapid development of digital food delivery services has significantly influenced the evolution of business models in the food service industry. One of the emerging models that has gained considerable attention is the cloud kitchen. A cloud kitchen refers to a food preparation facility that operates exclusively for online delivery orders and does not provide dine-in services for customers. Unlike conventional restaurants that allocate resources to customer-facing facilities such as dining spaces and interior design, cloud kitchens focus primarily on optimizing kitchen operations and delivery efficiency (Pandey & Jodhana, 2023).

The concept of cloud kitchens is closely associated with the growth of online food delivery platforms and changing consumer lifestyles. Urban consumers increasingly prefer convenience and speed in accessing food services, which has encouraged many businesses to adopt delivery-focused operational models. By eliminating physical dining spaces, cloud kitchens can significantly reduce operational costs such as rent, interior design, and front-of-house staffing (Pandey & Jodhana, 2023; Fridayani et al., 2021).

Another important characteristic of the cloud kitchen model is its ability to accommodate multiple brands within a single kitchen facility. This multi-brand strategy enables businesses

to maximize the utilization of kitchen resources, including equipment, labor, and raw materials. By operating several virtual brands from the same production space, businesses can diversify their menu offerings and reach different customer segments without the need to establish multiple physical outlets. This operational flexibility allows companies to experiment with new concepts while minimizing financial risks associated with traditional restaurant expansion (Tualeka, 2024; Dhandy et al., 2023).

Despite its advantages, the effectiveness of the cloud kitchen model largely depends on how well operational processes are managed. Since customer interaction occurs primarily through digital platforms, businesses must rely on efficient kitchen operations, accurate order processing, and effective coordination with delivery services to ensure customer satisfaction. Therefore, strong operational management practices become essential for maintaining service quality and operational efficiency within cloud kitchen businesses (Pandey & Jodhana, 2023; Fridayani et al., 2021).

Operations Management in the Food Service Industry

Operations management plays a fundamental role in ensuring that business activities are carried out efficiently and consistently. In general, operations management involves the planning, organizing, and controlling of processes that transform inputs such as raw materials, labor, and technology into finished goods or services that provide value to customers (Heizer, Render, & Munson, 2017).

Within the food service industry, operations management encompasses a wide range of activities related to food production and service delivery. These activities include inventory management, procurement of raw materials, workforce scheduling, food preparation processes, and quality control. Effective management of these operational activities is essential to ensure that food products are prepared according to established standards while maintaining efficiency and minimizing operational costs (Slack & Brandon-Jones, 2018).

In the context of cloud kitchens, operational efficiency becomes even more critical because the business model relies entirely on delivery-based services. Without physical interaction with customers, the overall customer experience depends largely on the accuracy, speed, and reliability of internal operational processes. As a result, cloud kitchen businesses must carefully design their operational systems to ensure smooth coordination between kitchen staff, order management systems, and delivery platforms (Pandey & Jodhana, 2023). Proper operational planning and control are therefore necessary to maintain productivity and support sustainable business performance (Fridayani et al., 2021).

Supply Chain and Production Efficiency in Cloud Kitchens

Supply chain management represents another critical component in achieving operational efficiency within cloud kitchen businesses. Unlike traditional restaurants that often prepare ingredients entirely on-site, many cloud kitchen operations rely on centralized production systems in which certain ingredients are partially processed in central kitchens or distribution facilities before being delivered to individual outlets. This approach allows businesses to maintain consistency in product quality while improving operational efficiency across multiple locations (Susilowati et al., 2021).

The use of centralized supply systems enables businesses to standardize preparation procedures and reduce the time required for cooking processes at the outlet level. Semi-prepared ingredients, for instance, allow kitchen staff to focus on final preparation and

assembly rather than conducting extensive pre-processing activities. This operational structure is particularly beneficial in delivery-based food services, where speed and accuracy play an important role in determining customer satisfaction (Pandey & Jodhana, 2023; Fridayani et al., 2021).

In addition, centralized supply chain systems provide opportunities for companies to achieve economies of scale. By purchasing raw materials in larger quantities and conducting preliminary processing at centralized facilities, businesses can reduce overall production costs and improve resource utilization. Such practices allow companies to manage operational expenses more effectively while maintaining consistent product standards across different outlets (Dhandy et al., 2023).

Despite these advantages, centralized supply chain systems also require effective coordination and logistics management. Timely delivery of ingredients, accurate demand forecasting, and efficient inventory control are essential to ensure that individual outlets receive adequate supplies without experiencing shortages or excessive stock levels (Singh, 2019). Inefficient logistics management may disrupt operational processes and ultimately affect service performance within cloud kitchen operations.

METHODOLOGY

Research Approach

This study employs a qualitative research approach to explore the operational practices implemented in a cloud kitchen business model. Qualitative research is appropriate for this study because it allows researchers to obtain in-depth insights into managerial decisions, operational strategies, and real business practices within a specific organizational context (Fridayani et al., 2021).

The cloud kitchen business model represents a relatively new concept in the food service industry, particularly in urban markets where food delivery platforms have become increasingly dominant. Because of the complexity and novelty of this business model, qualitative research enables the researcher to gain a deeper understanding of how operational systems are implemented and managed in practice. Therefore, this study aims to explore how operational management, supply chain coordination, and workforce organization are implemented within a multi-brand cloud kitchen environment (Pandey & Jodhana, 2023; Fridayani et al., 2021)

Data Collection Method

The primary data for this research were collected through semi-structured in-depth interviews with the operational manager. Semi-structured interviews allow researchers to prepare a set of guiding questions while still providing flexibility for the informant to elaborate on their experiences and perspectives regarding operational management (Reinaldilas et al., 2023). The interview focused on several key aspects of the cloud kitchen operation, including:

- the overall operational structure of the cloud kitchen
- food preparation and production systems
- supply chain and ingredient distribution processes
- workforce organization and shift management
- implementation of standard operating procedures (SOP)
- operational efficiency strategies
- marketing strategies and competitive positioning

The interview was conducted through a conversational approach to encourage the informant to provide detailed explanations regarding operational practices. During the

interview session, the researcher documented the responses provided by the informant to ensure that all relevant information could be accurately analyzed (Reinaldilas et al., 2023).

In addition to the primary interview data, the researcher also reviewed secondary sources such as academic journals, industry reports, and relevant literature related to cloud kitchen business models and operational management. These sources were used to support the interpretation of the findings and to provide a theoretical framework for the study (Pandey & Jodhana, 2023; Fridayani et al., 2021).

Data Analysis Technique

The collected data were analyzed using descriptive qualitative analysis. This method involves interpreting textual information obtained from the interview in order to identify patterns, themes, and insights related to operational management practices (Fridayani et al., 2021).

The analysis process consisted of several stages. First, the researcher reviewed the recorded interview responses and organized the information into written form to facilitate systematic analysis. Second, the researcher categorized the information into several operational themes such as production management, supply chain coordination, workforce organization, and operational efficiency strategies.

After categorizing the data, the researcher interpreted the findings by connecting the interview responses with theoretical concepts discussed in the literature review. This step allows the researcher to evaluate how real operational practices align with existing theories of operations management and service efficiency (Reinaldilas et al., 2023).

Finally, the results of the analysis were synthesized to identify key operational strategies that contribute to the effectiveness and sustainability of the cloud kitchen business model (Pandey & Jodhana, 2023).

RESULTS AND DISCUSSION

Operational Structure of the Cloud Kitchen

Based on the interview with the operational manager, Hungry Base operates as a multi-brand cloud kitchen that focuses primarily on delivery-based food services. Unlike traditional restaurants that provide dine-in facilities, the cloud kitchen model relies on digital ordering platforms and centralized kitchen operations to serve customers. This operational structure allows multiple food brands to operate within the same kitchen facility while sharing resources such as cooking equipment, staff, and logistics systems (Dhandy et al., 2023; Tualeka, 2024).

The manager explained that the main objective of the cloud kitchen model is to maximize operational efficiency while maintaining consistent product quality. Each brand operating within the kitchen follows a standardized production process to ensure that orders can be prepared quickly and accurately. The use of a centralized kitchen system also allows the company to reduce operational costs, particularly those related to rental space, utilities, and staffing (Youtap, 2025).

This finding aligns with the concept of operational efficiency discussed in operations management literature, where resource sharing and centralized production systems are used to reduce costs while maintaining service performance (Singh, 2019). By integrating multiple

brands within one kitchen environment, the company is able to optimize its production capacity and respond more effectively to fluctuations in customer demand.

Food Production and Supply Chain Management

Based on the interview with the operational manager, the food production system implemented in Hungry Base relies on a centralized supply chain supported by warehouse facilities. In this system, most food components are prepared in advance at the warehouse level before being distributed to the cloud kitchen outlets. The ingredients, including primary proteins such as chicken and complementary components such as sauces, are delivered to the outlets in semi-prepared or partially processed form. Therefore, the food preparation process at the outlet level does not begin entirely from raw ingredients but focuses mainly on final cooking and product assembly.

This semi-prepared production approach enables the kitchen to significantly reduce preparation time and improve operational efficiency. According to the operational manager, the cooking process for most menu items takes no longer than approximately twelve minutes, while some components, such as sauces, only require reheating before serving. By minimizing complex preparation activities at the outlet level, the cloud kitchen can process a higher volume of customer orders within a shorter period of time. This system is particularly important in delivery-based food services where speed and consistency are essential for maintaining customer satisfaction (Pandey & Jodhana, 2023; Susilowati et al., 2021).

The supply chain supporting this production system is coordinated through warehouse facilities located in Kedoya and Jatiasih. These warehouses function as central distribution hubs where ingredients from suppliers or partner brands are received, processed, and packaged before being delivered to individual cloud kitchen outlets. The outlets receive ingredient supplies approximately three times per week, ensuring that sufficient stock is available to support daily operations. At the same time, this delivery frequency helps prevent excessive inventory accumulation that could increase the risk of food spoilage and operational inefficiencies (Singh, 2019).

The centralized warehouse system also plays an important role in coordinating collaboration with partner brands. When a new brand decides to operate within Hungry Base, the brand first establishes cooperation with the central management team. After the partnership agreement is arranged, the brand supplies its ingredients or semi-prepared products to the warehouse. The warehouse then organizes and distributes the products to the appropriate outlets where the brand will operate. Before the brand officially begins operations, the kitchen staff undergo training to understand the preparation procedures and operational standards required for the brand's menu items. Only after the training process is completed is the brand launched within the cloud kitchen environment.

This centralized production and supply chain model allows Hungry Base to operate multiple brands within a single kitchen facility while maintaining operational efficiency and product consistency. By consolidating the preparation process at the warehouse level and simplifying the cooking process at the outlet level, the company can reduce operational complexity and improve service speed. Such a system is particularly beneficial for multi-brand cloud kitchens, where numerous menus from different brands must be prepared simultaneously within limited kitchen space and resources (Dhandy et al., 2023).

Workforce Organization and Operational Coordination

The operation of multiple brands within a single cloud kitchen requires an effective workforce organization and well-coordinated operational management. At the outlet level, the operational team consists of approximately sixteen staff members, including one manager and

three team leaders referred to as "BC". These team leaders play a significant role in supervising daily operations, coordinating kitchen activities, and ensuring that operational procedures are implemented consistently.

To support extended operating hours, the workforce system is organized into three working shifts. Initially, the outlet operated on a 24-hour schedule, however, operational hours were adjusted during Ramadhan to eighteen hours, from 09.00 AM to 04.00 AM. During periods of increased demand or higher sales volume, the average working time for staff may reach approximately nine hours per shift, including a one-hour break period. This shift-based working system enables the outlet to maintain operational continuity while ensuring workforce availability throughout the day.

Operational coordination is further strengthened through the implementation of standardized Standard Operating Procedures (SOPs). These SOPs serve as operational guidelines that regulate each stage of the food preparation and service process. To facilitate accessibility, SOPs are provided through a digital system in the form of online links, allowing staff members to access the required procedures whenever necessary. This digital SOP system helps maintain consistency, reduce operational errors, and support effective coordination among employees **(**Reinaldilas et al., 2023).

Furthermore, training programs are conducted whenever a new brand is introduced into the cloud kitchen system. Employees are required to complete training sessions to understand the specific cooking processes, menu characteristics, and operational standards associated with the new brand. Only after the training process has been completed can the new brand officially begin its operations. This structured training system ensures that employees possess the necessary competencies to support multi-brand operations within the cloud kitchen environment (Tualeka, 2024).

Operational Efficiency Strategy

Operational efficiency represents a fundamental strategic objective within the Hungry cloud kitchen business model. One of the primary strategies implemented to achieve efficiency is the adoption of the semi-prepared food production system. By conducting several preparation stages at the warehouse level, the operational workload at the outlet becomes significantly simplified. As a result, kitchen staff can focus on final cooking and serving activities, thereby improving productivity and reducing service time (Susilowati et al., 2021).

In addition, centralized supply chain management contributes significantly to operational efficiency. Through the use of two central warehouses, Hungry is able to manage inventory more effectively and streamline the distribution of ingredients to outlets. This system reduces the operational burden on individual outlets that would otherwise need to manage their own procurement processes. Moreover, regular distribution schedules ensure that outlets receive supplies in a timely and consistent manner (Pandey & Jodhana, 2023).

Another aspect of operational efficiency can be observed in the company's budgeting approach. Operational budgets are allocated on a weekly basis and are adjusted according to the outlet's sales performance during the same period. When sales increase, the allocated budget can also be adjusted accordingly to support operational needs. Additionally, each outlet may receive different budget allocations depending on its performance level and operational requirements. This flexible budgeting system enables the company to manage operational costs more effectively.

Strategies for Improving Operational Efficiency

In order to maintain competitiveness and support long-term business growth, Hungry continues to develop various strategies aimed at improving operational efficiency. One of the main strategies involves expanding the number of warehouses while gradually reducing dependence on external vendors. By increasing internal production capabilities, the company aims to reduce operational costs and gain greater control over product quality and supply stability (Pandey & Jodhana, 2023; Susilowati et al., 2021). Another strategic focus is maintaining fast service speed and extended operating hours as key differentiating factors. The use of semi-prepared ingredients allows the kitchen to prepare food quickly, which is particularly beneficial during peak demand periods. Faster service not only enhances customer satisfaction but also allows the kitchen to process a larger number of orders within a shorter time frame (Fridayani et al., 2021). In addition to operational strategies, marketing initiatives also play an indirect role in improving operational efficiency. The marketing team prepares a structured promotional calendar that outlines weekly promotional activities. These promotional programs are designed to stimulate customer demand and increase sales performance across outlets. Although promotional strategies may follow similar patterns across different outlets, specific marketing targets may vary depending on the geographical area or customer segment served by each outlet (Pandey & Jodhana, 2023).

Implications for the Development of Cloud Kitchen Business

The operational practices implemented by Hungry provide several important implications for the development of cloud kitchen businesses. First, the integration of centralized warehouses and semi-prepared food production systems significantly enhances operational efficiency. This model reduces preparation time at the outlet level and enables the simultaneous management of multiple brands within a single operational facility. Second, the implementation of standardized SOPs and structured training programs is essential for ensuring consistency in product quality and operational processes. In a multi-brand cloud kitchen environment, clear operational guidelines and well-trained employees are critical for maintaining smooth coordination and minimizing operational disruptions. Finally, flexible budgeting systems and data-driven operational adjustments allow cloud kitchen operators to respond effectively to fluctuations in market demand. By aligning operational resources with sales performance, companies can maintain cost efficiency while still supporting business expansion. Overall, the Hungry operational model demonstrates how integrated supply chain management, workforce coordination, and efficiency-oriented strategies can contribute to the sustainability and scalability of cloud kitchen business operations.

CONCLUSION

This study examined the operational management practices implemented in a multi-brand cloud kitchen environment, using Hungry Base as a case study. The findings indicate that the cloud kitchen business model enables companies to operate multiple food brands within a single kitchen facility while maintaining operational efficiency through centralized operations. Unlike traditional restaurants, cloud kitchens focus primarily on delivery-based services and rely heavily on digital ordering platforms. The integration of centralized kitchen operations allows businesses to share resources such as kitchen equipment, staff, and production systems, thereby reducing operational costs while maintaining service performance. The results also highlight the importance of effective food production and supply chain management in supporting operational efficiency. Hungry Base utilizes a centralized warehouse system where ingredients are prepared in semi-processed form before being

distributed to outlets. This approach significantly reduces preparation time at the outlet level and allows kitchen staff to focus on final cooking and order assembly. In addition, structured workforce organization, shift-based scheduling, and the implementation of standardized operating procedures (SOPs) help ensure consistent service quality and smooth coordination among staff members. These operational practices enable the cloud kitchen to manage multiple brands simultaneously while maintaining productivity and operational stability. Furthermore, the study demonstrates that strategic operational decisions, such as centralized supply chains, flexible budgeting systems, and extended operating hours, play an important role in improving overall efficiency. By aligning operational resources with sales performance and customer demand patterns, the company can maintain cost efficiency while supporting business growth. Overall, the operational practices observed in Hungry Base illustrate how effective operations management strategies can contribute to the sustainability and competitiveness of cloud kitchen businesses in the rapidly evolving digital food service industry.

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