# IMPROVING FAMILY WELFARE BASED ON GHOST KITCHEN (CASE STUDY ON A HOUSEWIFE'S BUSINESS IN SAMPANGAN, SEMARANG)

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**Abstract.** Online kitchens refer to digital technology users in the culinary industry that enable consumers to order food and drinks through online platforms. The concept of online kitchens has experienced rapid development in recent years, in line with advances in information technology and the widespread adoption of mobile devices and internet access. This research presents an overview of online kitchens and their impact on the culinary industry. This research also discusses several important aspects related to online kitchens, including the advantages and challenges faced by businesses in implementing this business model. Implementing online kitchens has provided significant benefits to customers, including the convenience of ordering food online, a wider choice of food menus, and the ability to arrange delivery according to individual preferences. For businesses, online kitchens allow them to optimize production processes, reduce operational costs, and increase efficiency in providing food services. However, the implementation of online kitchens is also expected to face several challenges. In this context, logistics and supply management aspects are critical in ensuring prompt delivery and maintained food quality. In addition, customer data security and consumer protection are also important issues that must be considered by businesses when using online platforms. This research concludes that online kitchens have changed the culinary industry, giving consumers a new experience in ordering food and providing innovative business opportunities for entrepreneurs, especially housewives. However.

## INTRODUCTION
a. Background

Goes Kitchens was founded by two friends, John Riady and Stanley Wangard, in 2015. It started with the desire to provide healthy and nutritious food options for busy individuals with an active lifestyle. Goes Kitchens is committed to using fresh and high-quality ingredients in all their products. They also embrace an environmentally friendly concept by utilizing eco-friendly packaging and reducing the use of disposable plastics. Additionally, they have a local farmer development program to enhance community well-being and strengthen their product supply chain.

With their innovative concept and commitment to providing healthy and high-quality food, Goes Kitchens has become one of the major players in the culinary industry in Indonesia. Currently, they have several outlets in major cities in Indonesia and continue to expand by improving their services and products.

The rapid development of digital technology is shaping the present era. In this digital age, people have adopted a new lifestyle that heavily relies on electronic devices. Technology has become a tool that assists in fulfilling various human needs. It simplifies tasks and jobs. This significant role of technology has propelled human civilization into the digital era.
In this global technological era, nearly everyone has access to personal digital devices.

Limitations related to digitalization can impact businesses in their operations due to shifts in customer demands and preferences for food delivery, as dine-in options and on-site orders are restricted.

The COVID-19 pandemic has shaken the year 2020, with over 7.1 million people infected worldwide within a span of four months. The COVID-19 pandemic has not only been a global health crisis but also a humanitarian crisis, presenting significant challenges for businesses worldwide: declining customer demand, significant regulatory changes, supply chain disruptions, unemployment, economic recession, and increased uncertainty. This has the potential to lead to a global recession (Financial Times, 2020). Therefore, it can be said that the emergence of the COVID-19 pandemic triggered the initial phase of an economic crisis, which relies on the ability to conduct business using cloud kitchens, facilitating entrepreneurs, especially in the culinary field, and generating household income through housewives. Housewives are considered one of the contributors to the country's economy amidst the COVID-19 pandemic. Their role is closely tied to Micro, Small, and Medium Enterprises (MSMEs). With the emergence of the COVID-19 conflict, various issues have arisen for households, from breadwinners being laid off from their jobs to entrepreneurs being limited in their work, resulting in decreased family income. The culinary business is one that will never cease as long as individuals require food to survive. Moreover, the availability of culinary businesses provides a solution for people who enjoy eating but cannot cook, as well as those who like to cook but do not currently want to cook on their own. The diverse range of culinary businesses also offers food options or snacks to prevent daily menus from becoming monotonous. Therefore, the culinary business has immense opportunities and a broad target consumer base.
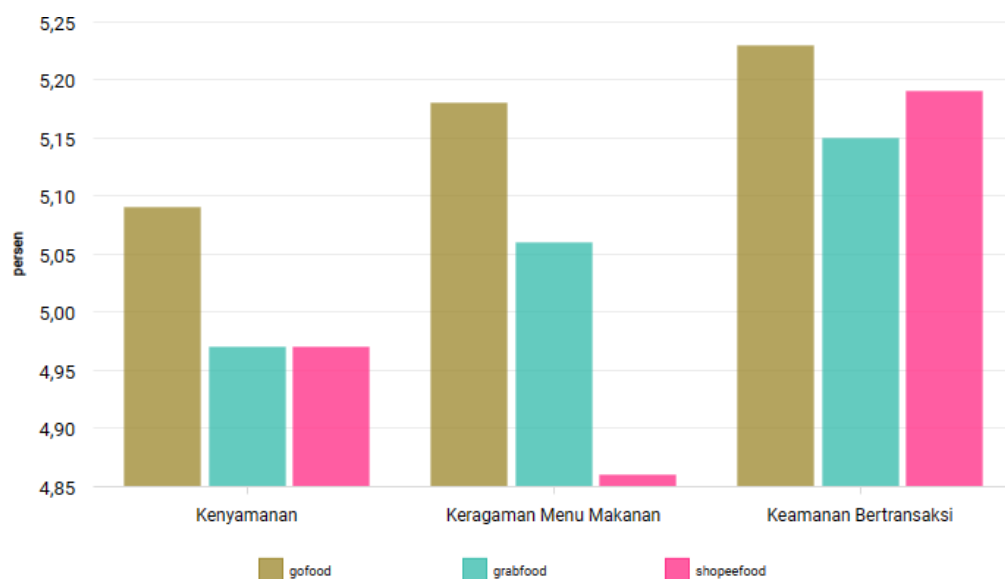


*Figure 1.1. Transaction Value of Food Delivery Service Sales Level*

Restaurant and culinary Micro, Small, and Medium Enterprises (MSMEs) have become a solution in fulfilling the food needs of consumers in Semarang city who are unwilling to prepare their own meals. Some entrepreneurs in the food and drink industry have introduced new innovations to consumers, one of which is the convenience in the delivery and

presentation process of food. With the needs of culinary business owners requiring ease in the food delivery process and consumers having limitations in meeting their food needs, food delivery services are emerging as a solution. Food delivery services have gained popularity in recent times. Companies operating in this business model typically collaborate with ghost kitchens and other restaurants in various locations, allowing customers to order food through their website or app.

a. Problem Formulation
Based on the aforementioned background, the following problem formulations are derived for further research:
1. How does digitalization bring about changes in lifestyle segments?
2. How does the sales process using the cloud kitchen method work?
3. How does a housewife (IRT) as a business actor contribute to increasing family income?

b. Research Objectives
The objectives to be achieved in this study are as follows:
1. To understand the changes in lifestyle segments due to digitalization.
2. To understand the sales process using the cloud kitchen method.
3. To understand the role of a housewife (IRT) as a business actor in increasing family income.

c. Sales Behavior Theory
In the field of psychology, the theory of planned behavior is a theory that relates to the relationship between beliefs and behavior. This theory states that attitudes towards behavior, subjective norms, and perceived behavioral control together form an individual's behavioral intention. Sales behavior, as defined by Pettijohn et al. (2007), refers to the behavior of a salesperson, including being polite, prioritizing customers, being willing to listen, and having the ability to make customers feel valued and respected. Positive sales behavior is crucial in supporting the success of the sales process and activities related to developing customer relationships. The sales behavior process includes prospecting, fact-finding, sales occurrence, customer service, and sales closure. The salesperson's behavior directly relates to the effectiveness of their sales. Perception of roles and motivation can act as mediators in this relationship. These efforts indicate a positive impact on the salesperson's level of performance.

**Online Sales Theory**
The rapid development of technology in recent years has made business competition in various fields more diverse. Companies employ various methods to attract as many customers as possible, such as providing bonuses, advertising, distributing brochures, and selling products online using methods like Cloud Kitchens. Intense business competition has led both large and small companies to compete in improving the quality and techniques of their sales. In this era of globalization, many companies utilize online sales services to market their products and provide convenience for customers in choosing and ordering the desired products. With the availability of online sales facilities, companies hope that customers can easily select and order the products they want. These facilities provide detailed information about the products being sold, ensuring that customers are confident in their choices.

Additionally, customers can make purchases without leaving their location, accessing the web platform. Presently, online sales have become one of the strategies employed by companies to serve their customers. By providing these facilities, the company's sales reach expands, and customers obtain more comprehensive information before deciding to order a product.

**Sales System**

Understanding the sales system can be better grasped if we first define the terms related to information systems and understand the cloud kitchen method, especially for housewives to address unemployment and contribute to family income in the present time.

The cloud kitchen sales system encompasses various components and processes that enable the operation of a restaurant or food business without a physical dining area. Here is a general overview of the cloud kitchen sales system:

1. Ordering Application: An online ordering application is built to allow customers to order food through digital platforms such as websites or mobile apps. Customers can view menus, select food items, customize options, and submit their orders easily.

2. POS Integration: An integrated Point-of-Sale (POS) system is used to manage sales transactions, payments, and inventory management. Order data from the online ordering application is directly linked to the POS, enabling business owners to track sales and manage inventory more efficiently.

3. Inventory Management: The inventory management system monitors the stock of food ingredients and other components required in cloud kitchen operations. When an order is received, the system automatically deducts the available stock, ensuring well-managed inventory and avoiding stock shortages.

4. Order Preparation Process: When an order is received, the cloud kitchen team receives a notification through the system. The kitchen team prepares and cooks the order according to the customer's request. Once ready, the order is prepared for pickup or delivery.

5. Delivery: For customers who choose delivery, the cloud kitchen collaborates with third-party delivery services or manages an in-house delivery fleet to deliver orders to the desired address. A delivery tracking system may also be integrated, allowing customers to track their delivery status in real-time.

6. Reporting and Analytics: The reporting and analytics system provides data on daily sales, menu performance, customer preferences, and other business metrics.

**Service Quality (SERVQUAL)**

Here are several dimensions of service quality using the SERVQUAL (Quality of Service) model developed by Parasuraman. The SERVQUAL model is applied to compare two main factors that affect service quality: customers' perception of the actual service received (perceived service) and customers' perception of the expected service (expected service).

There are five SERVQUAL dimensions that can be applied to assess service quality for customers, consisting of the following elements:

1) Reliability: The ability of a business to deliver the promised service accurately and dependably, particularly in delivering services on time, as scheduled, and without errors.

2) Assurance: The business should possess knowledge, politeness, food safety, communication skills, and the ability to develop trust from customers regarding the conducted business.

3) Tangibles: In the context of ghost kitchens, tangible elements refer to food packaging, delivery equipment, and the ability to maintain food temperature and cleanliness. Customers

expect food to be delivered in safe and appealing packaging, enhancing the enjoyable experience of consuming food at home.

High-quality delivery equipment, such as sturdy food bags or boxes, can also increase customers' trust in the ghost kitchen service.

4) Empathy: Empathy refers to the service provider's ability to pay attention to and understand customers' needs, desires, and issues, as well as providing appropriate care and attention to enhance customer satisfaction.

5) Responsiveness: Providing prompt and accurate service to customers is essential. Based on Parasuraman's explanation of the dimensions of service quality above, it can be concluded that these dimensions - reliability, assurance, tangibles, empathy, and responsiveness - are suitable indicators for measuring ghost kitchen service quality.

## RESEARCH METHODOLOGY

The research was conducted in the nearby area of Semarang city. It utilized a qualitative research method, which is descriptive and analytical in nature. Theoretical foundations were used to support the understanding of facts in the field. The research was conducted from March to May 2023 in Semarang city. The research subjects consisted of housewives (IRT) who have their own businesses, referred to as ghost kitchen operators. The study involved six ghost kitchen operators. Ghost kitchen operators were chosen because they are responsible for the service and product quality. The research objective was to assess the improvement of family welfare through the quality of ghost kitchen services in Semarang city, measured through several dimensions. Data collection was done through in-depth interviews and observations. Data analysis was conducted during the research and would be followed by SWOT analysis to identify the strengths, weaknesses, opportunities, and threats of the research subjects.

## RESULTS AND DISCUSSION

-Ghost Kitchen Concept

Ghost kitchen, also known as virtual kitchen, cloud kitchen, or dark kitchen, is an operational concept in the food industry where restaurants or food providers solely focus on food preparation for delivery or self-pickup, without providing a dining area in a traditional physical restaurant. Key points related to the ghost kitchen concept are as follows:

- Delivery and Pickup Focus: Ghost kitchens prioritize food delivery through online platforms or self-pickup by customers.

This allows restaurants to concentrate their resources on food preparation and delivery without the need for a dining area or direct service to customers on-site. Without a dining area or direct service, ghost kitchens can reduce operational costs associated with physical restaurants, such as rent and staffing costs for customer service. This enables restaurants to operate with lower costs and greater efficiency.

- Brand and Concept Diversification: Ghost kitchens enable restaurants to create new brands or concepts different from their physical restaurants.

This allows experimentation with different culinary concepts or expanding their brand reach without the need for costly new branches. Ghost kitchens can operate from strategic and more affordable locations than physical restaurants. They are not tied to locations with high customer traffic or expensive areas, allowing them to choose locations that are more suitable for operational needs and lower costs. Ghost kitchens often collaborate with third-party food delivery platforms such as Uber Eats, DoorDash, or GrabFood. This enables

restaurants to reach a wider audience and leverage existing delivery infrastructure. Ghost kitchens have become a significant trend in the food industry, particularly with the increasing demand for food delivery.
-Service Quality Factors

Factors influencing ghost kitchen service quality include:
- Delivery Speed: The speed of food delivery is a critical factor in providing a good experience to customers. Ghost kitchens must be able to deliver food quickly and on time as estimated to customers. Efforts to optimize the delivery process, including partnering with reliable delivery services, can help achieve the desired delivery speed.
- Food Quality: The quality of food served by ghost kitchens is of utmost importance. Food should be fresh, delicious, and meet customer expectations. Food preparation should be done carefully, following food hygiene and safety standards. Selecting high-quality ingredients and expertise in food preparation are crucial to maintaining the quality of the produced food.
- Consistency of Taste: Customers expect consistency in taste from ghost kitchens. Every time they order the same dish, they expect the taste and flavor to remain consistent. This requires attention to standardized recipes and consistent implementation in food preparation.
- Ease of Ordering: A seamless and convenient ordering experience is an important factor in ghost kitchen service quality. Customers should be able to easily view menus, select dishes, customize orders according to their preferences, and make smooth payments. Intuitive and user-friendly user interfaces on the ordering platform can help improve the ease of ordering.
- Responsive Customer Service: Although ghost kitchens do not have direct on-site service, it is important to have responsive customer service through available communication channels. Ghost kitchens should be ready to respond to customer inquiries, feedback, or complaints promptly and with a positive attitude. Improved communication can help build trust and provide a positive customer experience.
- Proper Packaging: Proper packaging is a crucial aspect of ghost kitchen service. Food should be packaged safely and hygienically to maintain its quality and cleanliness during delivery. Effective packaging should also consider factors such as maintaining food temperature, preserving the integrity of the dish, and facilitating convenient consumption for customers.
- Feedback and Evaluation: Obtaining feedback from customers and conducting evaluations of ghost kitchen services is important for improvement and enhancing service quality. Ghost kitchens should establish effective communication channels to receive customer feedback and take necessary actions to improve services based on the feedback.

*Table 1.1. SWOT Analysis of Service Quality*

| Kekuatan *(Strengths):* | Kelemahan *(Weakness):* |
|---|---|
| • Competence and Skills of Employees: A key strength in ensuring service quality in the kitchen is the ability and skills of employees. A kitchen with skilled, experienced, and knowledgeable chefs who understand cooking techniques, food | • Inconsistency in Food Quality: If the kitchen or restaurant experiences inconsistency in the quality of the food served, it can lower the service quality. If the dishes are inconsistent in taste, presentation, or cleanliness, customers |

| ingredients, and hygiene can produce high-quality dishes. | may feel disappointed and unsatisfied.. |
|---|---|
| • Quality Ingredients: Using fresh, high-quality, and contamination-free ingredients can directly impact the quality of the dishes produced. | • Slow Service: If the kitchen or restaurant fails to provide prompt and responsive service, it can detrimentally affect service quality. Customers who have to wait long for their dishes may feel frustrated and lose interest. |

| **(Opportunity)** | **(Threat)** |
|---|---|
| • Menu Expansion: Ghost kitchens can consider expanding their menus by adding diverse dish options. This can attract customers with different preferences and needs, as well as provide a richer culinary experience. <br><br> • Use of Organic or Local Ingredients: Increasing awareness of healthy and sustainable food creates opportunities for ghost kitchens to use organic or local ingredients in their dishes. This can attract customers who prioritize health and the environment, while creating a competitive advantage.. | • Intense Competition: The kitchen and restaurant industry is typically highly competitive. The presence of strong and diverse competitors can pose a threat to ghost kitchens. In intense competition, businesses may lose market share or struggle to attract new customers. <br><br> • Rising Operational Costs: Increases in raw material costs, minimum wages, or other operational expenses can put pressure on the profitability of ghost kitchens. If operational costs significantly rise, the business may need to increase prices or reduce profit margins. |

*Table 1.2. SWOT Matrix for Service Quality*

| **SO Strategies:** | **WO Strategies:** |
|---|---|
| • Identify customer needs through surveys and interactions to understand their needs and expectations for the service. This helps identify areas where quality improvement is needed.. | • Develop strategies by leveraging weaknesses and external opportunities. For example, if a weakness is a lack of employee training, the strategy can include training and developing employees to |

- Process mapping with business process analysis to identify errors or issues that may occur in service delivery. Identify activities that do not add value and find ways to eliminate or reduce them.

enhance their skills in delivering quality service.

| ST Strategies | WT Strategies: |
|---|---|
| • Identify internal strengths by reviewing the internal strengths of the organization that can influence service quality. For example, skilled employees, efficient processes, advanced technology, or a customer-centric organizational culture. Identifying these strengths will help leverage them to enhance service quality. <br><br> • Analyze internal weaknesses by identifying internal weaknesses that can impact service quality. This may include issues such as lack of employee training, lack of coordination between departments, or weaknesses in quality control systems. Recognizing these weaknesses is the first step in addressing service quality issues.. | • Analyze external threats by identifying external threats that can impact service quality. For example, intense competition, regulatory changes, or shifts in customer preferences. By understanding these threats, strategies can be prepared to address their impact on service quality. • Analyze internal weaknesses by identifying internal weaknesses that can impact service quality. This may include issues such as lack of employee training, lack of coordination between departments, or weaknesses in quality control systems. Recognizing these weaknesses is the first step in addressing service quality issues. <br><br> • Identify external threats by reviewing external threats that can impact service quality. For example, intense competition, regulatory changes, or shifts in customer preferences. By understanding these threats, strategies can be prepared to address their impact on service quality. |

## CONCLUSION

1. *Ghost Kitchen is a rapidly growing business concept in the culinary industry, where it offers online delivery and takeaway using digital technology as part of its operational strategy. Online kitchens are a rapidly growing concept in the food and culinary industry.*

In the cloud kitchen method, it can provide easy access for customers to easily access various types of food and dishes through online platforms. Customers can order their favorite food with just a few clicks, without having to go to a physical restaurant. Online kitchens also offer a wide range of menu options and dishes from various types of cuisine and restaurants. Customers can explore a vast menu and choose food according to their taste without geographic limitations. In the online kitchen industry, competition between platforms and restaurants is fierce. To survive and succeed, restaurants and online kitchen platforms need to offer superior service, good food quality, reliable delivery, and satisfying customer experiences.

## Acknowledgment

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