ANALYSIS OF DIGITAL MARKETING STRATEGIES FOR GHOST KITCHEN BUSINESS SERVICE (CASE STUDY ON GHOST KITCHEN MSME BUSINESS DOUBT IN SEMARANG CITY)

Shienta Destya Syawala Hidayat[1], Ratih Pratiwi[2], Ratna Kusumawati[3]
[1,2,3]Wahid Hasyim University, Semarang, Indonesia
Corresponding email: *20101011097@student.unwahas.ac.id*

Abstract. *Ghost Kitchen is a business that provides a place or kitchen for businesses in the culinary field and helps them so that their business activities can be integrated with computerized information technology, especially restaurants or fast food that serve online purchases in food delivery applications. The identified characteristics of ghost kitchens are low costs, and unique branding. Challenges include dependence on aggregators, voice of customers and branding. The identified critical success factors are sales promotions, brand reputation and application ratings.*

INTRODUCTION

Digital Marketing was first recognized in the early 1990s and began to become the main strategy that was widely applied in the business world in 2014. Digital marketing is a manifestation of the application, use or utilization of technology in the marketing process, however, technology is only a tool, which when viewed from a marketing perspective, it is a connecting tool that can increase the effectiveness of human relations, or in this case, between marketers and markets.

Digital marketing not a concept that focuses on technology, but on humans (marketers), namely how to understand humans (marketers), how to use technology in building relationships with other humans (customers) to build and significantly increase sales. The decision to implement digital marketing as a business strategy must be adjusted to the characteristics of the business being run as a basis for confirming the level of need for implementing this strategy.

The development of digital marketing has changed the scope of the marketing world where previously traditional and conventional marketing communication methods have now been integrated in the digital world. An activity or an act or practice of introducing something through digital distribution channels to get the attention of customers in a relevant way. Digital Marketing is devoted to marketing target marketing in order to achieve a brand or product using digital media. Which includes digital media, among others: television, radio, internet, mobile phones, social media and various other digital media, where internet marketing techniques are included in the digital marketing category. (McCarthy, 1993)

Efforts to get attention and retain customers is one of the most important things to do in an increasingly competitive business world. All SME business people always try to increase customer satisfaction through fulfilling expectations and needs in order to get additional business profitability (Nayebzadeh, Jalaly, & Shamsi, 2013).

Therefore, MSME actors should be able to take advantage of digital media as an effort to market their products so that consumers are more familiar with the products produced

by these MSMEs. MSMEs that have online access are involved in social media, and develop their e-commerce capabilities, will usually enjoy significant business benefits in terms of income, employment opportunities, innovation, and competitiveness. However, there are still many MSMEs that have not implemented information technology, especially using digital media and do not understand how big the benefits and roles of using digital media are. (Wardhana, 2018)

Changes are constantly developing, with the formation of digital technology, SME business people try to market their products online and make transactions through the online banking system as well. The development of digital technology has changed marketing from the original small and medium enterprises conventionally to digitally by utilizing the use of social media and the use of websites to market their products. The use of online media is the right choice for MSME business people to develop the business they run. The easy access to the internet at this time, the amount of benefits obtained, and the low costs required are the main reasons for MSME business people before they finally choose online media as the right solution to expand their business reach.

Another online media that is often used in digital marketing is Instagram. Instagram is an application for sharing photos and videos that allows users to take photos or videos, apply digital filters and share them with various other social networking services, including Instagram's own. The Instagram application is an application made by Kevin Systrom and Mike Krieger under the Burbn, Inc. company. Instagram has a Business Account feature that makes it easier for business people to create a business profile on Instagram and optimize business activities by utilizing social media. With this feature, companies of all sizes can introduce their business profile, gain insight into followers and posts, and promote posts to drive business goals.

And as time goes by, the interest of MSME actors is increasing in technological developments in the culinary field, which are also increasingly sophisticated and make it easier for MSME players to maximize their sales to make a profit. According to Suryadi & Ilyas (2018) the food industry continues to experience growth, making competition increasingly fierce among entrepreneurs. Today's business people must continue to develop their services according to the needs of the community and continue to strive to align their business developments. Salim in Oktanevika (2019) said that transportation is a very important field in the life of the Indonesian people, considering that the Indonesian people's need for transportation is very high.

Transportation that is currently being intensively implemented is application-based transportation or online transportation. In 2017 there was a phenomenon of the development of online transportation in Indonesia, one of which was online motorcycle taxis. Ojek online is an informal public transportation service that can be accessed via a smartphone that arises from the needs of public transportation for passengers in all cities in Indonesia. Online motorcycle taxis are also a means of transportation using motorbikes because motorbikes are an alternative means of transportation for short distances from one place to another easily, economically, flexibly and efficiently.

The phenomenon of online transportation raises various responses from the public, including business people. This was positively welcomed because online transportation can increase time efficiency. Quoting from Tumpuan (2020), this phenomenon is also very influential for restaurant businesses which are welcomed very positively, because this technology is very helpful for them to reach consumers who are located near or very far from the location of their culinary business. One of the most popular online transportation

companies in Indonesia is Gojek. Gojek has one of its features, namely Go Food, which provides online food delivery services. The Go Food feature makes it easy for consumers to get food and drinks what you want from a wide selection of restaurants only through smartphone media without having to visit the food and beverage store. Prior to the existence of the Go Food application which currently dominates the delivery platform, there had been innovation in food delivery orders as implemented by several companies such as Mc Donald, KFC, Pizza Hut accompanied by drive thru services. The delivery order model is through a telephone number hotline that is accessed by consumers, served by service officers, and delivered by fleets and drivers from each company. The development of the food delivery service platform is supported by the increasingly widespread use of the internet. Likewise, the high number of smartphone users is a gap in online business opportunities that provide marketing efficiency and creativity.

Online food delivery service is a means that connects consumers with online culinary businesses that connect restaurants with consumers. This platform provides and displays restaurants in certain areas according to the location of consumers. Consumers can immediately view menus, order, and make payments through digital applications. In Indonesia alone, there are two of the most popular applications in society, namely Grab and Gojek. Grab is a multinational company that was first established in Singapore. One of Grab's services is Grab Food, which allows consumers to order food through an application.

The trend of food delivery service applications helps MSMEs in marketing and promoting their products. In addition, applications like Grab and Gojek also play a role in directing MSME products directly to consumers. Accompanied by skill adjustments, the use of online food delivery services can really help increase business sales turnover.

Another role is to enable one to have a culinary business without a physical store and reduce marketing and self-service costs. Culinary business people do not need to spend a lot of money in procuring their own delivery service. Even with this kind of application, culinary business people do not need to have a shop in physical form as a place of business, business people can market menus through this application and present food to consumers' places.

Some culinary business people who do not have physical stores are one of the culinary innovations that are currently developing in the wider community which can be called ghost kitchens, which are a food service business system that does not serve dine-in orders and only focuses on serving delivery or delivery. The growth and development of this ghost kitchen-based culinary business is driven by increased internet penetration, increasingly sophisticated food delivery logistics systems and the preference of the Indonesian people to order ready-to-eat food through food delivery applications.

The ghost kitchen-based culinary business is considered as a solution to fulfill consumer demand for fast food through online applications and is considered capable of meeting the new industrial landscape which is characterized by the characteristics of Low-Mobility, Less-Crowd, Low-Touch and Hygiene.

Apart from the promising growth prospects for a ghost kitchen-based culinary business, research references regarding the ghost kitchen business model are still very limited. Until now, there has been no previous research that examines the critical success factors and challenges of a ghost kitchen-based culinary business that can be a useful reference for business actors and prospective business actors in this field.

In fact, the identification of critical success factors is essential for practitioners. By knowing the critical success factors, business actors get an overview to business actors

regarding a number of factors that will ensure the competitive level of a business against their competitors, gain market share and success.

One of the strategies used by ghost kitchen business people is a strategy in the marketing aspect using digital tools that allows the creation of a network or connection with many parties, in this case between producers or sellers and customers, without being limited by distance, time and place.

This research was conducted to examine conceptually based on literature studies of the relationship between application-based digital marketing strategies in improving business services for ghost kitchen business people

METHOD

This research method uses qualitative research methods which aim to capture and understand the meaning of a context in its natural setting, this method is also required to support researchers in finding the real data, behind what is seen before their eyes, to capture its meaning. Given that qualitative research aims to build theory based on empirical facts in the field or in a social context, the function of theory in qualitative research is not to test hypotheses, but as a provision to understand the context broadly and deeply so as to reveal the true meaning according to what happened. felt or thought by the informants in the study. The object of this research is aimed at ghost kitchen UKM business people in Semarang City. The results of interviews with ghost kitchen SME business people who discuss digital marketing that has been formulated according to the current phenomenon, especially in digital marketing, can it help ghost kitchen business people to achieve broader targets and increase sales, then by establishing a ghost kitchen that relying on digital marketing whether it can face its obstacles and challenges, and finally how to apply the right digital marketing strategy to help improve customer experience. Because digital marketing services for UKM ghost kitchen business people must influence customers in optimizing customer satisfaction and loyalty.

RESULTS AND DISCUSSION
Ghost Kitchen concept

Along with Indonesia's movement to adapt to the new normal situation during the COVID-19 pandemic, there are many things that make culinary business people survive. One of them is the ghost kitchen concept which offers a variety of advantages that encourage the culinary business to remain relevant even in new normal conditions with high food processing hygiene and safety standards. From this, GrabKitchen was introduced in Indonesia in 2018 through a pilot project in Jakarta and was officially launched in April 2019 and introduced the first ghost kitchen concept in Indonesia. In the midst of the challenges faced by culinary business actors due to the COVID-19 pandemic and the implementation of the PSBB, cafes and restaurants have certainly hit culinary business actors hard on the income of culinary entrepreneurs. They can no longer rely on guests to come and eat on location, preparing a take away food concept is also the closest solution

The government is preparing an economic recovery scheme including for SMEs. And when heading for a new normal order, socialization has also begun for business sectors that have already been reactivated and are starting to be reactivated, such as culinary. SMEs in these two sectors need to have business adaptation strategies such as providing visualization of various food and beverage menus, offering healthy and ready-to-eat food, providing various promos and presenting a better value proposition. This strategy is the

implementation of innovations that need to be carried out by the culinary sector with reference to the needs of the community and changes in consumption patterns that migrate to online platforms. In times of crisis like today, the use of data and information related to SMEs on digital platforms really supports us in helping them accurately and quickly. Especially now that it's very easy for SMEs to have a food delivery service platform, such as GoFood.

The concept of a collective kitchen or ghost kitchen actually offers enormous benefits for SMEs. This concept, which has been developed by delivery service providers, such as GoFood and GrabKitchen, offers not only opportunities to expand the market, but also opportunities to maximize profits (Realtor, 2020). The concept of a ghost kitchen is similar to a food court, but the only difference is serving food delivery. Through ghost kitchens, SMEs remain as business owners but receive technology assistance and kitchen facilities from delivery service providers (Ye & Jones, 2020). SMEs that are just starting a business can save on operational costs because the components of the cost of purchasing equipment and renting a place can reach 70% -80% of the total investment cost (Li et al., 2020). By joining a ghost kitchen, UKM are not too risky, because they are freed from the burden of paying rent or building renovations, the burden of providing a dining room for those who want to eat food on the spot, they can serve consumers faster and the kitchen infrastructure is ready.

Ghost kitchen allows culinary businesses to expand their sales area without having to physically open a restaurant. That way, operational costs can be further reduced. Moreover, currently consumer behavior is starting to shift due to the COVID-19 pandemic. Culinary business actors who join ghost kitchens only need to prepare employees and raw materials to serve their food menu. They no longer need to think about all kinds of systematic infrastructure and sales systems, and can focus more on running their culinary business. Ghost kitchen can be an option for people who are just starting to open a culinary business. We can introduce products to a wider range of consumers, and learn how consumers respond without having to pay too much.

Digital Marketing Strategy in Ghost Kitchen Services to Reach the Target Market

Ghost kitchen -based culinary businesses from the perspective of business actors. The strategy in question is a digital marketing strategy that can influence organizations to achieve company goals, in this case a ghost kitchen-based culinary business strategy to survive and retain existing customers. According to the source, there are two strategies to reach the ghost kitchen business market target in digital marketing, namely sales promotions and brand reputation.

a. Sales promotion

One of the digital marketing in the ghost kitchen -based culinary business concept is the availability of discounted price promos. All sources confirmed that the availability of this promo is essential for the continuity of their business. Without the availability of promotions, a brand will find it difficult to enter the recommendation page for delivery applications. In fact, the source stated that the effect of promotion is very strong on the sales volume of products in their business. And therefore, if a ghost kitchen -based culinary business wants to survive, the business must provide price discount promos or other attractive promos that can attract consumers to buy the products offered.

b. Brand Reputation

Another strategy that is perceived as a critical success of ghost kitchen tenants is

the brand reputation of the tenants themselves. The interviewees argued that maintaining brand reputation on any social media including Instagram and Food Aggregator is important because a brand that is perceived badly by consumers will make these consumers not want to make repeat purchases and can potentially spread negative word-of-mouth towards the brand. the food/drink itself.

Ghost Kitchen Business Challenges in Digital Marketing Strategy

a. Food Aggregator

Ghost kitchen -based business is dependence on aggregators. In conducting a ghost kitchen-based culinary business, food aggregators are the dominant channel currently used by ghost kitchen businesses and more or less lead to dependence on aggregator companies. Not to mention, based on the experience of the interviewees, aggregator companies are currently more or less shifting their business towards profitability which has an impact on reducing the promotional programs provided so that it is also difficult to attract the attention of potential customers who have been spoiled with various kinds of promotional programs from aggregators.

Business actors have difficulty getting out of this dependency because food aggregators already have a large number of users and have their own promotional programs. Food business actors in ghost kitchens must not rely too much on aggregators and must be able to find creative ways to sell and utilize all available channels so that they can attract attention and increase sales of their products.

b. Voice of Customers

The next challenge that must be faced by the interviewees as culinary business actors based on ghost kitchens is to get feedback from consumers about their products. The rating system implemented in the online food aggregator application does provide facilities for consumers to provide ratings and reviews regarding the food ordered, but consumers often provide extreme and dropping feedback. This makes ghost kitchen - based culinary entrepreneurs have to be perfect in every food that is sent to consumers. The lack of physical interaction also makes it difficult for culinary-based entrepreneurs ghost kitchen to get feedback from consumers who are important to them in developing the quality of their services and products.

Of course, getting feedback cannot be taken lightly because it is very important for the development of a culinary business in the ghost kitchen to be able to develop. Even research from Ersad & Jaolis (2022) and Shah & Sunil (2021), that feedback from consumers is important and can improve the quality of ghost kitchen-based food business services. Similarly, research conducted by Gill et al. (2018) revealed that identifying and implementing the right voice of customer model can increase consumer satisfaction and consumer retention rates. To get feedback from customers, it takes more effort from culinary entrepreneurs so that they can make an approach that is comfortable for customers and can get accurate feedback.

Implementing Digital Marketing Strategy in Ghost Kitchen Business to Improve Customer Experience

a. Social Media Branding

One of the digital marketing strategies in the ghost kitchen business is to increase customer ratings, namely regarding the brand and access to traffic to get the attention of potential customers. Therefore, once again, businesses need to rack their brains to

introduce their brand to consumers. In particular, new brands operating in ghost kitchens will find it difficult to get attention from potential customers and also have to put a lot more effort into the online promotion section, which is the only promotion channel for ghost kitchen-based culinary businesses.

b. Rating on the app

The sources put forward as one of the critical success factors in their business. The informants stated that the assessment of the application is essential in their culinary business because the assessment/rating influences consumer trust and attitudes towards the food and beverage products offered to consumers. Therefore, the interviewees believe that the rating on the application is a factor that can help their business gain consumer trust and achieve success. This is in line with research conducted by Suryadi and Ilyas (2018) where online application ratings influence consumer buying interest.

Table 1: SWOT Analysis of Ghost Kitchen Business Actors

Strength	Weakness
a. Convenience: Customers can enjoy freshly prepared food without leaving their home. b. Various choices: The menu offered can offer a variety of choices. c. Cost-effective: Without the need for a physical restaurant, businesses can save on overhead costs. d. Growth potential: As more people seek convenient ways to enjoy food, this business has room to grow	a. Limited interaction with customers: Because the business relies on a food aggregator based on delivery, there is no direct interaction between customers and kitchen staff, which can lead to fewer opportunities for feedback and building relationships. b. Reliance on delivery services: The success of a business depends heavily on reliable delivery services to deliver food to customers, and disruption or mishandling of orders can impact customer satisfaction and loyalty c. Competition: With the increasing popularity and accessibility of food delivery services, there may be strong competition from other businesses with similar offerings, making it difficult to stand out in the market
Opportunity	**Threats**
a. Increasing demand for delivery services: With the pandemic still affecting everyday life, more and more people are looking for ways to get food delivered. b. Partner with a popular local restaurant c. Offer customizable meal plans: By providing customizable meal plans, ghost kitchen can create a loyal customer base.	a. Increased competition: Similar delivery services may enter the market and offer similar food at a lower price, or with more variety. b. Food regulations: Changes or updates in food industry regulations may require companies to change their practices and adjust menus which can be costly and time consuming. c. Delivery challenges: External factors such as traffic, weather conditions or technical issues can disrupt the delivery process

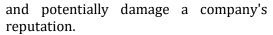and potentially damage a company's reputation.

d. Negative customer reviews: Dissatisfied customers may leave negative reviews online, which can damage a company's reputation and impact its sales.

e. Economic instability: An economic downturn or recession can reduce consumer spending and have a negative impact on company revenues and profitability.

Table 2: Tows Matrix of Ghost Kitchen Business Actors

SO Strategy	WO Strategy
a. Improving service to customers by continuously studying digital marketing technology in order to get profits and a broad target market. b. By collaborating with established restaurants, ghost kitchens can offer a wider variety of dishes and benefit from the restaurant's popularity. c. Expand the food menu so that customers are interested in the ghost kitchen and order through the application without having to leave the house.	a. Dependence on delivery services and increasing customer demand, ghost kitchen business people can of course partner with local restaurants where local restaurants provide a large menu of food and drinks. b. With the increasing popularity and accessibility of food delivery services, there may be strong competition from other businesses with similar offerings, making it difficult to stand out in the market therefore ghost kitchen business people must be up to date regarding digital technology.
ST Strategy	**WT Strategy**
a. Increase the quality and variety of food menus according to customer needs to increase the rating in the application. b. Adapt changes to industry regulations but with less overhead.	a. Maintain food quality so that the application rating does not drop due to limited communication with customers. b. Maintain or increase digital marketing technology knowledge to maintain or increase customers with the right marketing targets or customer targets

CONCLUSION

The Ghost Kitchen business can be a profitable venture, but it's not without its challenges. The SWOT analysis has highlighted some of the strengths, weaknesses, opportunities and threats that entrepreneurs should consider before trying this business model. One of its main strengths is the lower overhead compared to traditional restaurants. Ghost Kitchen doesn't need a storefront or expensive decorations, so entrepreneurs can save on rent, utilities, and other overhead costs. However, a significant drawback of the ghost kitchen business is the lack of physical presence, which can make it difficult to attract customers who prefer to dine in person. Additionally, the lack of a storefront or physical location can lead to difficulties in building brand awareness.

However, there are many opportunities for the ghost kitchen business model, such as the increasing demand for food delivery services driven by changes in consumer behavior. The ghost kitchen space also presents opportunities for innovation by providing avenues for experimentation and introducing new concepts. In addition, the ghost kitchen model also faces several threats, such as intense competition, regulatory hurdles, and the ever-increasing costs of goods and services, which affect profitability. In conclusion, entrepreneurs should weigh the strengths, weaknesses, opportunities and threats when considering a ghost kitchen business before taking the plunge. With adequate planning, proper execution and a sound marketing strategy, the ghost kitchen business model can offer an impressive return on investment.

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