



ABSTRACT

Culinary business is the industry most in demand by business actors because food and beverages are the primary needs that humans need every day so that the culinary business is the choice of many business actors. This is because a culinary business can be built with relatively small capital and has the possibility of a faster return on investment. However, in 2020 the covid 19 pandemic caused a decline in Indonesia's economic growth. This has an impact on most business actors because they are unable to adjust to changes in people's behavior and the pace of technology. So that the latest innovations are needed to deal with this phenomenon.

Business actors must be able to adopt the provision of delivery services so that the *Cloud Kitchen* is an appropriate innovation for culinary business people in the current technological era where *Cloud Kitchen* does not require a lot of capital because it only needs to provide a kitchen space packed in a modern way specifically for serving ordering services. delivery without large buildings and equipment for eating on the spot so that this can reduce high operating costs compared to opening a restaurant.

This research was conducted to find out how to form the right business model for *Cilita Cloud* in Manado. The method used in this study is qualitative through a thematic analysis approach involving 6 *Cilita* informants, *Cloud Kitchen* Business Actors, Potential Customers. The research was conducted through semi-structured interviews with interview questions prepared based on the Business Model Canvas and questions to potential customers using the Empathy Map and 125 research respondents through distributing a questionnaire survey. In addition to these methods, observations were also made to see the strengths and weaknesses of similar competitors. This research is also supported by calculating the Financial Due Diligence, namely NPV, IRR, and PP.

Based on the analysis and research results, the capital needed by the company is IDR 54,450,000 and the NPV value is IDR 503,727,812, IRR is 60%, and the return value is 3 years and 4 months. Thus, *Cilita Cloud Kitchen* able to take advantage of opportunities by offering food and services that other competitors don't have and contribute to the social environment.

Keywords: *Cloud kitchen, food delivery service, business model canvas, empathy map, financial feasibility test, thematic analysis*