

## INTISARI

Akibat pandemi Covid-19, sektor kuliner UMKM di Indonesia mendapatkan permasalahan adaptasi yang cukup pelik. Pemanfaatan teknologi melalui *cloud kitchen* yang mengandalkan teknologi internet dan fleksibilitas dalam operasionalnya menawarkan solusi untuk mengatasi pola perubahan konsumsi yang terjadi akibat pandemi Covid-19. Karenanya, rancangan model bisnis “Kawan Pangan” dikembangkan dalam upaya menjawab kebutuhan konsumen atas produk makanan yang sehat, higienis, dan aksesibel, sekaligus mampu menekan biaya operasional untuk menjangkau pasar baru selama pandemi.

Data diambil menggunakan wawancara semi-terstruktur dan dianalisa menggunakan analisis konten guna menentukan kelayakan model bisnis Kawan Pangan. Dalam merancang model bisnis *cloud kitchen* Kawan Pangan, pendekatan yang dilakukan memanfaatkan kerangka konsep peta empati yang kemudian disintesaikan ke dalam aspek-aspek kanvas model bisnis yang saling berkaitan.

Model bisnis yang telah dirancang kemudian dinilai kelayakan ekonominya melalui analisis NPV, IRR dan *payback period*. Hasil analisis mengungkapkan bahwa nilai NPV usaha Kawan Pangan mencatatkan angka positif sebesar Rp 256.792.170,46, IRR mencatatkan angka 21,361% dan PP mencatatkan waktu selama 3,13. Berdasarkan hasil tersebut, dapat disimpulkan bahwa model bisnis Kawan Pangan dapat dikatakan layak untuk dijalankan.

Kata kunci: Model Bisnis Kanvas, Peta Empati, Cloud Kitchen, Model Bisnis

### *Abstract*

*Due to Covid-19 outbreak, small and medium enterprises (SMEs) of food and beverage sector in Indonesia is facing a fairly complicated adaptability issue. Cloud Kitchen through full optimization of digital technology and its operational flexibility offers solutions to overcome the significant changes of consumer behavior during pandemic. Therefore, “Kawan Pangan” business model was designed and developed to answer the needs for healthy, hygienic, and accessible food products, as well as being able to reduce operational costs to expand the market reaches.*

*Data were collected through semi-structured interviews and analyzed using content analysis method to determine the feasibility of Kawan Pangan's business model. Empathy map framework was used in designing the Kawan Pangan Cloud Kitchen's business model which is then synthesized into the canvas and its related aspects.*

*The business model that has been designed was then assessed for its economic feasibility using NPV, IRR and Payback Period approaches. The result showed that the NPV of Kawan Pangan's business recorded a positive number of Rp. 256,792,170.46, IRR recorded a figure of 21.361% and PP recorded a time of 3.13. Based on the results, Kawan Pangan business model is considered to be feasible to run.*

*Keywords: Business Model Canvas, Empathy Map, Cloud Kitchen, Business Mode*