

**CUSTOMER ANALYSIS TO FIND OUT THE MARKET POSSIBILITIES FOR
CLOUD KITCHEN IN THE TAMPERE**



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Abstract

The main objective of this thesis is to do a customer analysis and try to find out the market opportunities for a cloud kitchen in the Tampere region. The second purpose is to identify the threats and weaknesses of a cloud kitchen in the Tampere restaurant industry.

This study is divided into three parts, the first part is about the overview of the Tampere region, the impact of COVID-19 on the restaurant industry, what is a cloud kitchen and, its literature review. The second part is about methodology, where the author used qualitative and quantitative research methods. In the qualitative research method, the author did a SWOT analysis of a cloud kitchen to find out the strengths, weaknesses, opportunities, and threats in the Tampere food industry. In the quantitative research method, the author took an online customer survey of the potential customers of the Tampere city residents to discover the customer's favorite cuisines, expectations from online food delivery, viewpoint for a cloud kitchen restaurant and, online food order behavior. The last part of the thesis is focused on data analysis, results, and recommendations.

The result of thesis illustrates that COVID-19 had affected the restaurant industry and it makes a clear path for a cloud kitchen to enter the food industry. According to the SWOT analysis results, a cloud kitchen has some threats and weaknesses in the restaurant industry, but these can be eliminated through customers feedback with some experience. Then, online survey results showed that there is a place for a cloud kitchen in the Tampere food industry. In addition, most of the respondents showed a positive response to the survey and they wanted to see a cloud kitchen restaurant in Tampere city. However, at the beginning, a cloud kitchen would need to compete with both restaurants and online food delivery services, but a cloud kitchen could start with the partnership of online food delivery companies, that is how they could observe the customers' expectations and experience and pay more attention to the food quality.

Keywords Cloud kitchen, SWOT analysis, COVID-19, online food delivery

Pages 44 pages and appendices 5 pages

Table of Contents

1	Introduction.....	1
1.1	Background	2
1.2	Motivation and research gap	5
1.3	Research aims and objectives	6
1.4	Structure of thesis	7
2	Literature review	8
2.1	The cloud kitchen and its models	8
2.1.1	History of the cloud kitchen	10
2.2	Cloud kitchen market growth	10
2.3	Cloud kitchen pros and cons	12
2.4	Consumer behavior and future of cloud kitchen	13
3	Overview of the Tampere city	14
3.1	Food culture	15
3.2	Demand for cloud kitchen in Tampere	16
4	Research Methodology	16
4.1	Business Research	16
4.2	Research methods.....	17
4.2.1	Qualitative research	17
4.2.1.1	SWOT analysis	18
4.2.2	Quantitative research	20
4.2.2.1	Sampling design	20
4.2.2.2	Population	20
4.2.2.3	Sampling frame	21
4.2.2.4	Sampling technique.....	21
4.2.2.5	Snowball sampling.....	22
4.2.2.6	Data collection	23
4.3	Calculations and data visualization	24
4.3.1.1	Bar chart	24
4.3.1.2	Pie chart	25
5	Analysis and discussion	25

5.1	SWOT analysis of the cloud kitchen.....	25
5.2	Data analysis	27
6	Conclusion and suggestions	39
	References.....	41

Appendices

Appendix 1 Customer survey

1 Introduction

Our world is undoubtedly digital now. According to a Statista survey, 59.5 percent of the world's population used the Internet regularly until January 2021. Moreover, mobile devices were used by 92.6% of those online, 4.32 billion people (Statista, 2021). The majority of people like to order online food, and according to a report, the food delivery sector earned a total income of \$82 billion in 2020 worldwide and is expected to be more than quadruple by next year. In addition, those restaurants which are not providing online food delivery could be left behind their competition as market demand and the social environment is rising (McCarthy, 2020). Since, COVID-19 has affected the whole food and beverage industry. So, cloud kitchen became a hot trend in these circumstances, and it got a considerable boost. (Affility, 2021)

Furthermore, most restaurants survived and ran their businesses during COVID-19 by doing online delivery to their customers at home, which means they have already adopted a cloud kitchen strategy. It indicates that Cloud kitchens appear to be the food industry's future. (Affility, 2021)

The most recent advancement in the online food delivery market is the cloud kitchens. The cloud kitchens only accept online food delivery via their online applications and websites. So, these cloud kitchens only handle the manufacturing and distribution of food. Furthermore, cloud kitchens do not have a dine-in option for customers and due to this form of business model, people call them cloud kitchens. In addition, cloud kitchens have different names worldwide, like virtual kitchens, dark kitchens, commissary kitchens, ghost kitchens, and cyber kitchens. In addition, cloud kitchens do not require a great location to start a business; instead, they can offer high-quality cuisine at a reasonable price with quick delivery. In the current market, the idea of cloud kitchens has gained widespread acceptance, and it is expanding at a fast pace. Moreover, many restaurants are turning to cloud kitchens to stay on top of the latest food delivery trends. (Vidyapeeth & Sathe, 2020, p. 108)

The UBS analysis predicts that the global Internet food delivery sector will grow from \$35 billion in 2010 to \$365 billion in 2030. In the future, most meals that are now cooked in the

houses may be ordered online and then delivered by restaurants or central kitchens. (Oracle, 2020)

Everyone wants to stay healthy, and everyone knows that meals are a vital component of our lives, and everyone wishes to consume them. However, if someone wants to eat healthy and good food, they need to cook food or order from the restaurant. After a long day of work, very few individuals wish to cook. Nowadays, many people are busy into their working life, and no one has time to cook food for the whole family. Since, eating out is expensive and not accessible to everyone, many people have turned to fast food, ready-made boxes, and frozen meals as a convenient and inexpensive alternative. So then, cloud kitchens are a suitable option for these consumers because cloud kitchens are economical and convenient.

1.1 Background

Since 2020, the world has been facing an infectious disease which is known as COVID-19. This viral infection began in China in 2019 and then spread across the world. Moreover, in 2020, the world health organization declared COVID-19 as a viral infectious disease. Furthermore, the pandemic is making a major impact on the world economy and other aspects of everyday life. In addition, COVID-19 has affected the restaurant industry all over the world. The restaurant industry was facing an economic crisis. According to a report, the restaurant industry in the United States suffered at least 120-billion-dollar loss at the start of the pandemic. Since, the pandemic has affected restaurants thus the majority of restaurants have laid-off workers or reduced their working hours. (Song, Yeon & Lee, 2021)

Similarly, in Finland, COVID-19 hit tremendously in March 2020. The Finnish government-imposed restrictions on all kinds of public gatherings. Furthermore, they also shut down restaurants, bars, and other public meeting places till further notice. (Regional state administrative agency n.d.) However, the Finnish government was trying to compensate all kinds of businesses and try to cover their losses (Magnusson n.d.). Although, after a month, the Finnish government issued a press statement stating that restaurants and other food places could be opened, but customers did not dine-in, and only they could order takeaway. (Regional state administrative agency n.d.). After that, online food delivery got a huge boost

in Finland during COVID-19. There are two big supermarket chains in Finland, which are the S-group and K-group. In addition, according to the sales manager of S-group, their online sales level was at an all-time high point in fall 2020. Furthermore, she emphasizes that S-group was expecting this level of online sales growth in the next ten years. (Yle, 2020)



Figure 1. Coronavirus impact in increase of e-commerce sales in Finland in 2020 by age group. (Statista, 2021)

As a result of the COVID-19 pandemic, online purchasing grew more prevalent all over Finland, according to a study by Statista, which was conducted in 2020. Younger adults aged from 18 to 34 did more online shopping than older people, and nearly 20% of online buyers stated that they did more online shopping than previous years. (Statista, 2021)

Figure 2 shows that respondents from different European countries who are willing to continue using online food delivery (Statista, 2021). At the same time, due to the COVID-19 restriction and dine-in closure, the food delivery application recorded food orders in 2020. Moreover, every restaurant uses different food delivery platforms to deliver their food to their customers at home. Furthermore, as a result of the huge demand for food delivery in 2020, food delivery platforms received a large number of food orders. Food delivery platforms like Wolt and Foodora are the primary food delivery platforms associated with restaurants in

Finland. Besides, only these two food delivery platforms are operating across Finland. (Perkio, Svyrenenko, Mbare & Savi, 2020)

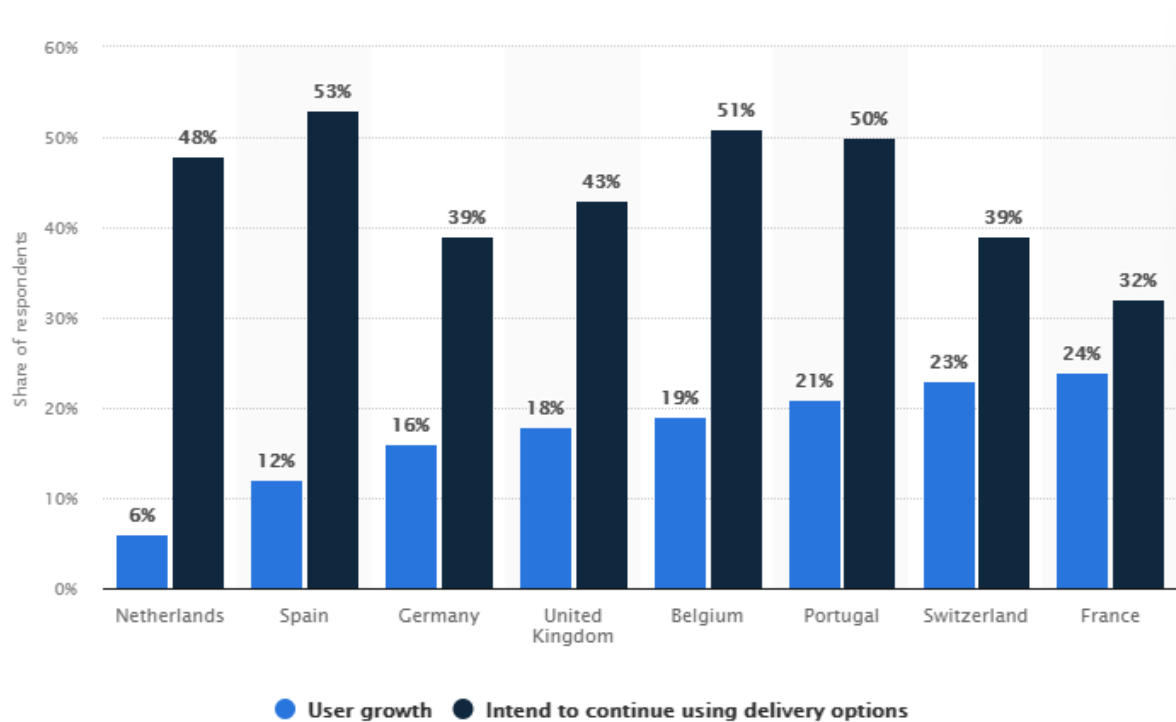


Figure 2. increase in restaurants delivery users during the coronavirus (COVID-19) pandemic in selected European countries in 2020. (Statista, 2021).

Wolt has invested \$530 million in covering its on-demand delivery in different sectors. Additionally, Wolt is not just a food delivery service, it has initiated delivering pet foods, groceries, medications, and cosmetics to their consumers' homes and workplaces. Based on these facts, it is evident that the online food delivery business is expanding rapidly and the demand for food delivery is also increasing in recent times. (Ellis, 2021)

The restaurant sector is experiencing rapid growth in demand for online food delivery, and the idea of cloud kitchens was already developing in the market before the emergence of COVID-19. Thus, the demand for online delivery has grown significantly over the past couple of years, but due to the lockdowns, many restaurants have shut down. On the other hand, some restaurants have been able to maintain their business by using a cloud kitchen approach.

Several restaurants are now considering an appropriate alternative approach to deliver food at the customer's doorstep. The cloud kitchen is a vivid approach to boost food industry on the economic front as well as the delivery system (Unilever, 2021). In recent years, an exponential growth has been seen in the proliferation of cloud kitchen which is mainly due to two primary reasons. First, they let the cloud kitchen restaurants deliver their food directly to their customers and the second reason is that conventional restaurants cannot save space in their kitchens but on the other hand, the cloud kitchens can operate in a much smaller facility and effectively use the current resources. (Tulsian, 2021)

The gap between food delivery companies and restaurant businesses was significant before COVID-19. However, the situation is different now due to the changes in the food industry. Most of the restaurants don't have their own delivery service and they outsource their deliveries with other companies such as Wolt and Foodora. The delivery service is complicated in its structure and the restaurant needs a direct communication with the online customers and the deliverers. Along with that, it is not financially viable under the current circumstances to manage and maintain the service. (Tulsian, 2021)

1.2 Motivation and research gap

The author has experience meeting with some entrepreneurs in the Tampere city who want to open "cloud kitchen" type restaurants. One of the entrepreneurs told to the author that he tried to open a small cloud kitchen but was not successful. The reason of his failure was that he did not get customer attention towards his cloud kitchen because he was not fully aware of customer buying behavior, the online food market situation, or customer expectations towards online food. So, the author has enough motivation to write this thesis to find market possibilities for the cloud kitchen and help those entrepreneurs who want to open a cloud kitchen.

The author has done online research, but he could not find a proper single cloud kitchen restaurant in the Tampere region. However, some people have tried to run a cloud kitchen in

the Tampere region, but they have seen a failure simply because they did not know the customer food expectations and market position for a cloud kitchen. Furthermore, customers do not have many options in the food menu in their offices or in schools and food is so expensive in offices. The cloud kitchens can be a good alternative for customers to buy cheaper and healthy food in quick delivery time. However, no one has done market research specifically on cloud kitchens in the Tampere region. So, the author wants to do customer analysis and market research in this thesis to fill the gap in research on cloud kitchens.

1.3 Research aims and objectives

The focus of this study is to do customer analysis and find the marketplace for the cloud kitchen business model in Tampere city food industry. The objective of this thesis is to find out the customer expectation and interest for online food delivery, customers favorite cuisines, when they do online orders and their expectation from online food delivery services and restaurants in the Tampere city and finds the missing things. However, after lockdown online food delivery rise rapidly and many customers are ordering online food orders. The second objective of this thesis is to find out the threats, opportunities, weaknesses, and strength of cloud kitchen in the food market. The following research questions have been created in order to meet the thesis goals and objectives. So, the main research question of this thesis is the following:

- i. Is there an opportunity in the food market for a cloud kitchen in Tampere city?

Nevertheless, there are four sub-questions for this research and those are the following:

- ii. What kind of cuisines and services would customers expect from a cloud kitchen?
- iii. What kind of threats and weaknesses do cloud kitchens have in the food market as compared to their competitors?
- iv. How did COVID-19 helped to boost online food delivery?
- v. Do potential customers want a cloud kitchen-based restaurant in Tampere city?

The aim of this study is to give some good market research and provide good ideas according to the results for the cloud kitchen restaurant business model.

1.4 Structure of thesis

This thesis consists of six chapters. Introduction is the first chapter where the author explains about the cloud kitchen and increasing its popularity, then background information, research gap, research question and thesis structure. However, next three chapters are the theoretical part of this thesis. In the chapter two, the author explains about literature review of the cloud kitchen, market value of the cloud kitchen and advantages and disadvantages of the cloud kitchen. Chapter three is about the overview of the Tampere region, demand for the cloud kitchen and food culture of the Tampere region. Last chapter of theoretical part is methodology, which focus on the research methods, their uses, different sampling methods and the data collection.

Fifth chapter illustrates about the SWOT analysis of the cloud kitchen and then quantitative data analysis, which came from an online survey. In the last chapter, the author explains about the results of the data analysis and according to the author observations, survey results and some background study.

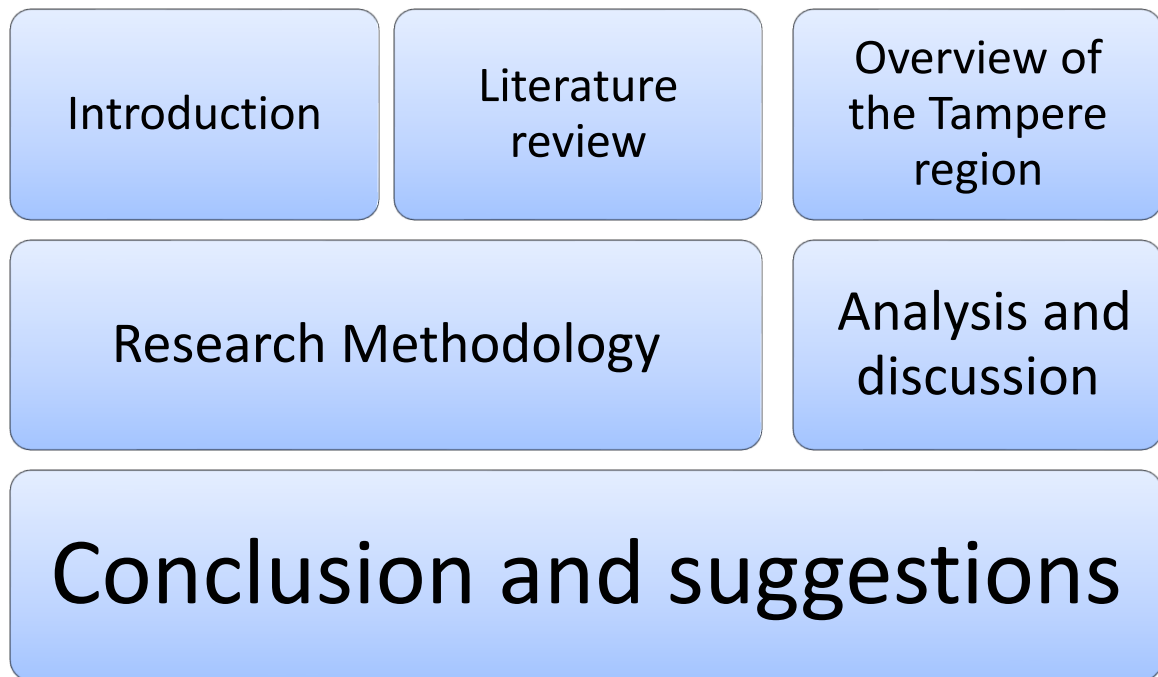


Figure 3. structure of the thesis.

2 Literature review

2.1 The cloud kitchen and its models

The fast expansion of online food delivery platforms has opened new food business options for current and new restaurant businesses and one of the pertinent options under current scenario is the Cloud Kitchen restaurants. Currently, we live in an era where we can order meals by using our smartphones and can get food delivery at our doorstep. Nowadays, most of the restaurants work with an online meal delivering platforms such as Zomato, Swiggy, Etc. (Scribd, 2019)

Customer confidence level and demand are depending upon the buying behavior of a customer. Thus, it is evident to introduce such technologies to keep them upward. The notion of the cloud kitchen emerged due to the exponential growth of e-commerce business. Cloud kitchens are completely online food restaurants that only deliver cooked meals, and they do not have a dine-in facility where customers may visit and eat. (Choudhary, 2019, p. 184)



Figure 4. The Cloud kitchen framework (Posist, n.d.).

There is no requirement for a place to serve food in a cloud kitchen. Furthermore, in upcoming years, the organizational performance of the cloud kitchen will be increased. The restaurants will have to concentrate on delivering food during the peak time of meal sessions like lunch and dinner, even though they are engaged in providing meals for dine-in customers. However, the primary focus of cloud kitchens should be the addition of numerous food items in the list of their menu and along with that they should have a clear marketing plan. The cloud kitchen-based restaurants must create their applications and website to advertise themselves to see the virtual visits, sessions and then conversions rate. Furthermore, a major focus of these cloud kitchens is finding restaurant partners so that they may provide a unique menu with a variety of alternatives in food dishes and packages to satisfy the needs of their customers. (Moyeenudin, Anandan, Parvez & Bindu. G, 2020, p. 983)

There are three cloud kitchen models which are commonly used by entrepreneurs. The first model concept is shared kitchens where they share a kitchen with another cloud kitchen or a restaurant, and they all work in the same place. The second one is to purchase or rent a place for only a cloud kitchen, and other brands cannot work in that kitchen. The last model, which is very common in the cloud kitchen business which is a virtual brand where it allows the cloud kitchen to test new ideas or dishes under the same brand with less investment. (Oracle, 2020)

2.1.1 History of the cloud kitchen

How did the cloud kitchen-based restaurant idea enter into the food market? Food vans used to operate as mobile canteens, delivering food to people's homes. However, the 2008 economic crisis may have been viewed as a watershed moment in the evolution of food vans from home delivery to cloud kitchens. After the economic crisis, most restaurants were shut down because of slow business and economic crises. (Shakkarwala, 2020)

Most of the restaurant's owners grabbed the opportunity and changed their restaurant's business into food vans. This happened because these food vans were inexpensive, transportable, and allowed them to access more customers. However, food delivery vans were only available in big cities and industrial areas. In the past few years, many chefs have used this food van business approach to test their dishes and create a menu before opening a restaurant. (Shakkarwala, 2020)

2.2 Cloud kitchen market growth

According to the report of research and markets, the worldwide cloud kitchen market is estimated to increase at a CAGR of 12.4% between 2021 and 2028, reaching USD 139.37 billion in that period. After technological advancements, online food delivery has become very popular. Furthermore, changing lifestyles, particularly those of youngsters with more discretionary money and a need for comfort, are supporting the development of cloud kitchens. The cloud kitchen market worth was about 60% of the total market share in 2020. Customer desire for foreign dishes and fast food are the main trends pushing the cloud kitchen markets towards development. (Research and markets, 2021)

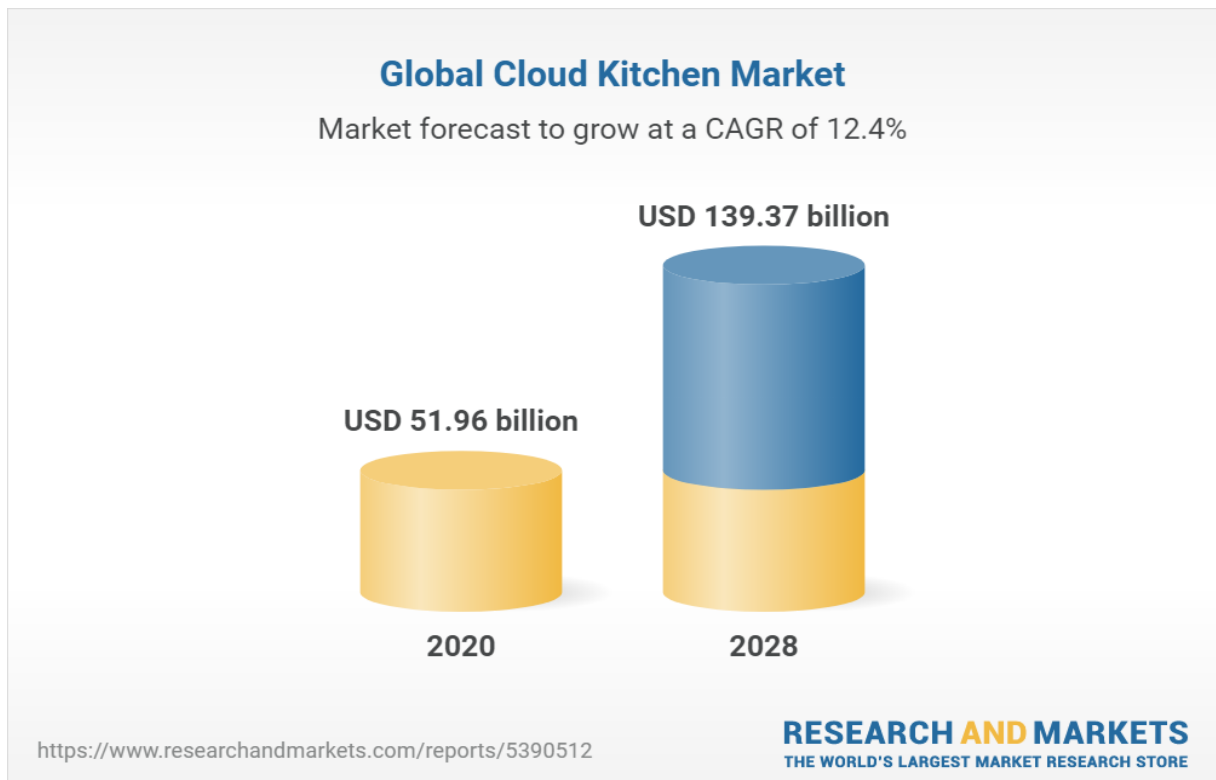


Figure 5. Global cloud kitchen market (Research and markets, 2021).

According to a market research report, the European cloud kitchen market was worth \$497,500.0 million in 2020, and according to the market research report, they expect that the value will increase by 16% in 2030. According to current projections, two of the leading cloud kitchen models will grow at a rapid pace in the coming years, with a combined CAGR of 22.3 percent. (Marketresearch, n.d.)

The bar chart illustrates the cloud kitchen market growth in three different continents between 2019 to 2026. It illustrates that the cloud kitchen market worth continuously increases from 2019 to 2021 in North America, Asia Pacific, and Europe. Furthermore, they expect the cloud kitchen market to expand at the same pace in these continents by 2026. However, Europe is projected to dominate the cloud kitchen industry because they have a perfect food delivery system and good restaurants businesses. On the other hand, cloud kitchen market growth is rapidly growing in North America and Asia, and they expect the highest growth in North America than in any other region by 2026. Moreover, the highest growth in North America is just because they have a large concentration of major players and use the latest technology. (Reportsanddata, 2019)

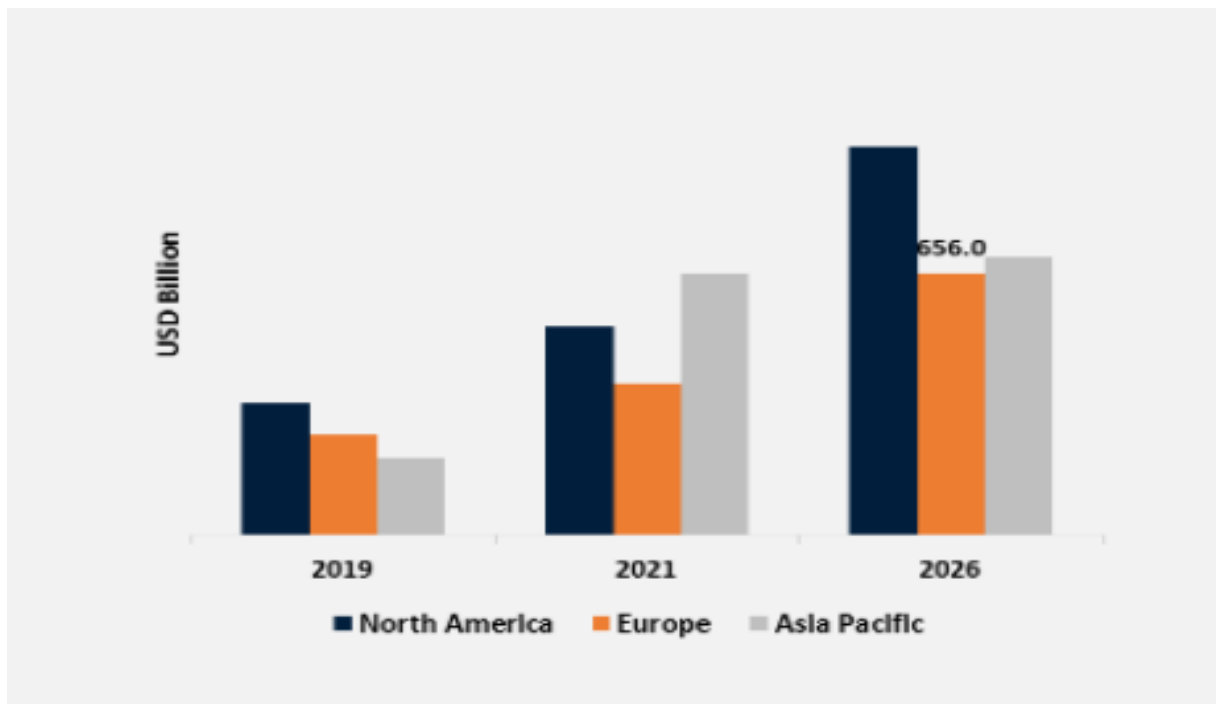


Figure 6. Cloud kitchen market growth (Reportsanddata, 2019).

2.3 Cloud kitchen pros and cons

There is high competition in the food and beverage industry. All the restaurant industry is economically suffering during COVID-19. In addition, most restaurants have changed their business strategy into the cloud kitchen business model to survive in the industry. In recent times, consumers have preferred online food delivery at their homes because of the growing time pressure and COVID-19 restrictions. Moreover, the restaurant sector is notorious for its high expenses, but on the other hand, cloud kitchen decreases manufacturing and packing costs and focuses to provide healthy food. The cloud kitchen concept has economic advantages. We do not need a higher budget to open a new cloud kitchen because we do not need to buy a prominent place for customers to dine in. Furthermore, cloud kitchens do not require many people in their staff, and maybe one chef is enough to cover the whole work. (Choudhary, 2019, p. 185)

The cloud kitchens can customize their business according to customer behavior and requirements. For example, they do not need to hire full-time staff. Instead, they can hire staff according to their needs, like during the peak time of food delivery. So, they can save money from infrastructure and invest that money to improve the food quality. Cloud kitchens are not

limited to a specific market area so, they can change their food menu according to their customers' needs rather than according to the market location. As a result, cloud kitchens are very flexible in changing their business strategy according to customer requirements. (Ashwani, 2016)

Nevertheless, the cloud kitchen has been facing some challenges. One of the challenges the cloud kitchen faces is late food delivery to the customers, particularly during the busy season. As a result, food is frequently delivered late. Furthermore, the cloud kitchen business is totally reliant on Internet service because if the Internet service goes down, they will not be able to take food orders and they can face a significant financial loss. The third challenge for the cloud kitchen is the lack of customer interaction, which cannot be suitable for an organization to make good relationships with their customers. Moreover, sometimes entrepreneurs establish their kitchens in unhygienic places to save money. Nevertheless, a common misconception is that a customer wants to sit in a decorative place, but it is incorrect. The customers always priorities healthy and hygienic food. So, food preparation places like the kitchen must be clean. (Choudhary, 2019, p. 186)

2.4 Consumer behavior and future of cloud kitchen

Technology has made everything convenient in our life. The food business has significantly benefited from technological advancements. Due to technological advancements, the consumer's desire for convenience is also increasing. Furthermore, cloud kitchens can understand customer intentions because they deliver healthy and hygienic food to customers' doors in a timely manner. As a result, customer behavior is changing, and many customers are looking for more options like cloud kitchens because it is more convenient for them in their busy lives, especially during COVID-19. (Chhabra & Rana, 2021, p. 164)

However, there is still a need for future research on the cloud kitchen business model. Furthermore, we need to know if the cloud kitchen is getting famous due to COVID-19 because COVID-19 is still affecting our life, and it is not gone entirely from this world. In addition, we do not know the overall effect of COVID-19 on restaurants and online food delivery sector. Moreover, if we know how cloud kitchens have become a hot trend in the food industry for

customers, then it will be helpful for new and existing restaurant businesses to evaluate their performance and implement the changes required by customer behavior. (Chhabra & Rana, 2021, p. 164)

3 Overview of the Tampere city

In this chapter, the author provides an overview of the Tampere city, the food culture, and the demand for cloud kitchens in Tampere. The Pirkanmaa region is situated in the southern part of Finland, and it shares boundaries with six other regions in Finland. There are 22 municipalities in the Pirkanmaa region, and Tampere is the largest city in this region with a half-million population. In addition, Tampere is the capital city of the Pirkanmaa region, and Tampere is the most influential cultural and economic hub in Finland. Tampere has the third biggest airport in the country, which provides easy access for entrepreneurs and residents to travel to other European countries. (Finland101, n.d.)

The Tampere city was founded in 1779 by a Swedish king. The total area of the Tampere city is 524.9 km per square, and almost 164 km per square consists of water. The Tampere city is situated between two beautiful lakes, Nasijarvi and Pyhajarvi. Moreover, the Pirkanmaa region has 450 lakes, and 200 of them are only in Tampere city. By the 18th century, Finland's first paper, cotton, and electric light industries were established in Tampere city, and Tampere was Finland most important industrial center in the 20th century. (Tampere, 2020)

Tampere city consists of seven sub-regions which include Nokia, Lempaala, Kangasala, Vesilahti, Pirkkala, Orivesi, and Ylojarvi (Tampereenseutu, n.d.). Furthermore, Tampere has 107 districts in the city region. Tampere city has many modern city facilities, including convenient train tracks, good motorways, and its own airport. These make this city more attractive for new entrepreneurs and local residents because these public transport arrangements and good roads make it easy to travel to other cities. The capital city of Finland is Helsinki, which is just a 1.5-hour drive from Tampere, and Turku, the second-largest city in Finland, is 157km away from Tampere. (Visittampere, n.d.)



Figure 7. Tampere city region (Tampereenseutu, n.d.).

3.1 Food culture

Food culture tells us about the culture, attitude, and behavior of local people towards food. Food culture also includes what kind of cuisine they eat and how they produce and serve the food. In Finland, the importance of eating healthy is often emphasized. The Finnish food culture is known for its love of bread from traditional local bakeries, pork, raw sausages, and a variety of porridges. Both Italian and Asian cuisines have strongly influenced Finnish food culture. Thus, Finnish people have lunch and dinner at 11 am and 5 pm, respectively. Finns love to drink coffee. For instance, if a person goes to any Finnish festival or a business meeting, he will definitely see the coffee stall there (Myintegration, n.d.). According to a K-market survey in 2018, 39% of Finns want to try a new cuisine in the market, 32% are always looking for a new taste in the food market, and 21% said they need motivation to try a new dish (Kesko, 2019). The Tampere city has some popular cuisines which local people love to eat, including fish, pasta, black blood sausage, rice, barley husk, popero, and love porridge (K-Ruoka, 2018).

3.2 Demand for cloud kitchen in Tampere

In the food delivery industry, cloud kitchen is a new business model that is gaining momentum in the food and beverage industry. Due to the rise in technology, cloud kitchens have become a popular business model in the food industry. Many restaurants in Tampere are turning to online food delivery and takeaway services to increase their income and reach more customers. Online food delivery became more popular during COVID-19, and due to the rise in online food delivery, cloud kitchen has gained popularity among entrepreneurs and existing restaurants. Cloud kitchen makes it easier for customers to order food on the same application, so customers do not need to use a third-party application to order food like Wolt and Foodora. In this way, the cloud kitchen brings food one step closer to the consumer. (Niemisto, 2020)

Several people in Tampere are ordering online food even after COVID-19 restrictions are eased, but people are looking for economical options. Moreover, if they order food through a third-party application, they need to pay both the restaurant and the third-party application, which is a costly option for customers. However, if the customer orders food from a restaurant's application or website, which produces and delivers the food, perhaps the restaurant will offer the customers more economical options. Thus, the cloud kitchen business model fulfills all these requirements, and customers are ready to accept this kind of restaurant business model in their food culture. Furthermore, Tampere does not have any identified cloud kitchen, and this is the best time to launch a cloud kitchen-based restaurant into the Tampere food market.

4 Research Methodology

4.1 Business Research

The scientific approach used to find out the truth behind business problems is known as business research. There are several actions that go along with these tasks, such as identifying business possibilities as well as challenges and creating, assessing, and tracking worker and company performance. Surveys are only one aspect of business research. Furthermore, this

procedure involves concepts, theories, the identification of problems, gathering the data and analysis of data, and, after that, evaluation of the results and giving suggestions based on them. (Zikmund, Babin, Carr & Griffin, 2013, p. 5)

According to the definition, business research aims to help managers make better decisions across the board, including in the areas of human resources, finance, and marketing. Management uses business research to solve problems and make decisions in every kind of situation. Research can reduce the chance of making a mistake in each area by providing the essential knowledge. Nevertheless, it is essential to remember that research should always be used as a tool to assist management in making decisions rather than as a replacement for it. (Zikmund, Babin, Carr & Griffin, 2013, p. 6)

4.2 Research methods

Tools and procedures used in research are known as research methods. The main purposes of research include any study conducted with the goal of uncovering new or intriguing information. There are many types of research methods used in academic and practical research. In addition, there are many different methods available for collecting data and evaluating it. However, the two most popular types of research methods are quantitative and qualitative research methods. (Walliman, 2011, p. 63)

4.2.1 Qualitative research

Qualitative research is a study that focuses on achieving business goals using methods that enable the researcher to offer detailed analyses of market events without relying on quantitative data. Moreover, its primary goal is to uncover fresh insights and genuine core significance. Qualitative research is extensively used in the real world nowadays because of its flexibility. Qualitative research does not depend on self-response surveys with predefined answer forms to gather information. Instead, researchers get information from written sources like past journal papers, written interviews, and practical experience. After that, researchers analyze the data in order to derive its meaning and turn it into information for further use. (Zikmund, Babin, Carr & Griffin, 2013, p. 133)

Qualitative research is generally used when problem cause, study goals, or for instance, finding a reason why customers like something or show different behavior on a specific product, then a researcher needs to use the qualitative research method to do more in-depth studies to find out the solution. When the study's goal is to create a detailed and in-depth knowledge of a topic, then most of the time, researchers use the qualitative research method to uncover the key themes that reveal human motivation and give detailed activities information. Nevertheless, most of the time, qualitative research provides more detailed results than quantitative research. Furthermore, the qualitative research method uses an exploratory mindset and may assist in resolving doubts and developing new ideas. (Zikmund, Babin, Carr & Griffin, 2013, p. 133)

4.2.1.1 SWOT analysis

SWOT analysis is included in this thesis as qualitative research. *SWOT* analysis is the critical analysis of a company's internal and external environment. The internal environment contains strengths and weaknesses, whereas the external environment, which affects a company's business, growth, and profit, are opportunities and strengths. *SWOT* analysis is a proper audit of a company that is conducted by the stakeholders of a company. The audit provides a ton of informative data of varying importance and credibility. The informative data shows the essential elements which can affect a company internally and externally (Kotler, Wong, Saunders & Armstrong, 2005, p. 94). *SWOT* analysis gives a clear picture of the areas that need special attention and focus. The main purpose of *SWOT* analysis is to identify the company's strengths and attractive opportunities to be explored while eliminating threats and weaknesses. (Kotler & Armstrong, 2017, p. 80)

a) Opportunities and threats

It is pertinent for the managers to find out the key opportunities and threats that their company copes with. The analysis is important just to evaluate the pertinent developments that might affect the company and have an effect on its performance (Kotler, Wong, Saunders & Armstrong, 2005, p. 93). The questions in the form of opportunity are as follows:

- ❖ What changes in the external environment can possibly bring opportunities for a business to grow?
- ❖ What are the current trends in the market?
- ❖ What is it which is missing in the market?

The possible question related to threats are given as follows:

- ❖ What are the negatives aspects and sentiments in the market related to the business?
- ❖ How political or economic instability can affect the business?
- ❖ Is there any shift in the customer buying behaviour, taste, and habits?
- ❖ What can be possible obstacles such as changes in law and legal requirements for a business to perform?

b) Strengths and weaknesses

Strengths and weaknesses exist in the internal environment of a company. SWOT analysis does not discuss all the strengths and weaknesses but only those associated with the critical success factor. It is not important for a manager to go after each and every strength and weakness, because it will lack focus and may discriminate against those that are important. (Kotler, Wong, Saunders & Armstrong, 2005, p. 94)

The following questions can be related to the strengths.

- ❖ How unique a business is and how does it impact its customers?
- ❖ How technologically advance a firm is?
- ❖ What are the greatest achievements of a company?
- ❖ How skilled worker it hires?

The following questions can be related to the weaknesses.

- ❖ What rule or practice shouldn't be implemented anymore?
- ❖ The negative sentiment of workers.

4.2.2 Quantitative research

Quantitative research is a systematic process of investigation where a researcher collects quantifiable data by implementing statistical and mathematical approaches. It is widely used in a variety of disciplines, including pure sciences, social sciences, and humanities. The purpose of quantitative research is to focus on research objectives by using numerical and analytical approaches (Zikmund, Babin, Carr & Griffin, 2013, p. 134). Qualitative research normally follows a structured pattern as compared to quantitative research, whereas there are some aspects of quantitative research that are qualitative in nature (Kumar, 2011, p. 19). Quantitative research focused more on quantification of phenomena by using a measurement or scale that ultimately provides numerical data for analysis. The quantities can be used for further investigation or experimentation where a researcher implements statistical approaches and tests hypothesis (Zikmund, Babin, Carr & Griffin, 2013, p. 135).

4.2.2.1 Sampling design

A *sampling design* is a concrete plan which helps researchers to set principles for the selection of samples and the techniques they use for the purpose of estimation. Researchers need to clearly state the objectives of the methods through which they want to collect information, the population under study, sampling frame consisting of sampling units etc.

4.2.2.2 Population

A *population* is defined as the aggregate or totality of all individuals of some characteristics of interest (Chaudhary, Kamal, 1970, p. 4). The representative of that population is known as the sampling unit. It is often difficult and impossible to study the whole population size, so the researchers conducted a study based on samples. A parameter is a calculation that describes the whole population, and it can be denoted by a Greek letter μ or σ . The total number of people in the population is known as population size, and it can be denoted with "N". In this study, the population is the individuals who are living in the Tampere region, whereas the characteristic of interest is the eating habit of customers, spending on food items, and their preferences.

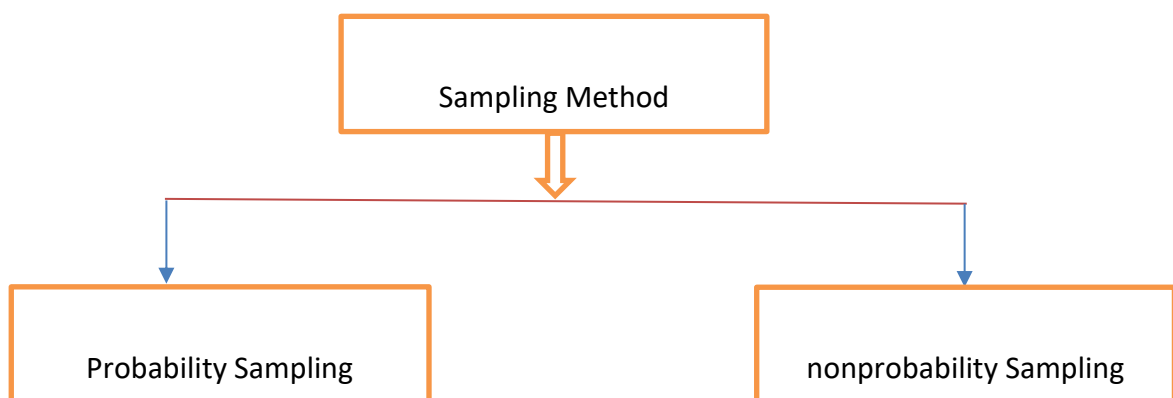
4.2.2.3 Sampling frame

The *sampling frame* contains all the units from which researchers select samples, which is clear enough to understand that the better the sampling frame, the better would be the sample. In this research, the sampling frame is the list of all the individuals who are living in the Tampere region. The units can be defined with their names or other unique ID's allocated to each sampling unit. It is pertinent that the sampling frame should not record any faulty sampling units. For instance, it is inaccurate if an individual living in Turku is participating in the survey. Furthermore, it should contain complete information, which is required to conduct a study, as well as the frame should contain the whole population. Each sampling unit should be recorded once, and there should be no duplication in the sampling frame. In this survey, all the participants are requested to participate once so that no duplicate information be recorded.

4.2.2.4 Sampling technique

Sampling is a technique where the sample is taken from a specific group of people in the total population. In the sampling procedure, a predetermined number of individuals, objects, or observations are brought from a set of populations. The number of observations in a sample is known as sample size, and it can be denoted with a small "*n*". There are two ways of sampling. One is Probability and second is non-probability sampling. If each unit in the population has a known probability which is between 0 and 1 to be included in the sample, then the procedure is known as probability sampling (Chaudhry, Kamal, 1970, p. 5). If there is no random pattern is opted for sample selection, then the sample selection is known as non-random sampling. Following flow chart below explains the two methods of sampling

two methods of sampling



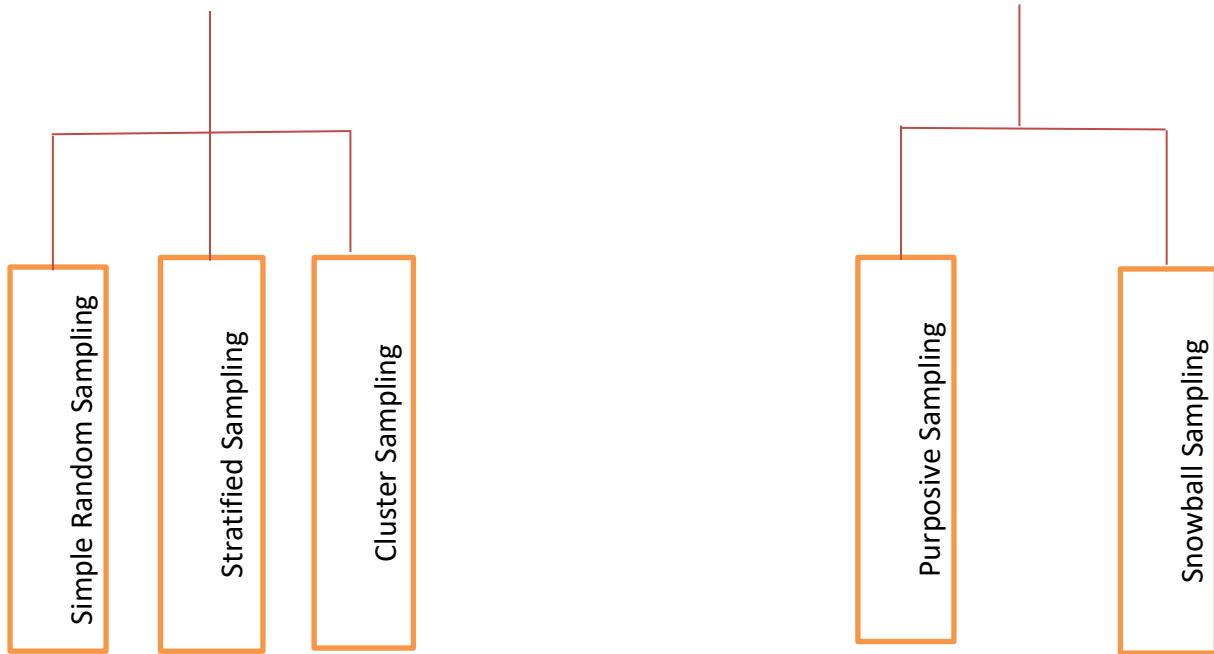


Figure 8. Flow chart of sampling methods.

Since the focus of this research is surveying the opinion of individuals. The appropriate method is Snowball Sampling.

4.2.2.5 Snowball sampling

Snowball sampling is a procedure to select samples using networks or connections. The procedure starts by contacting few individuals in the beginning, and then they perform the rest of the task. These people identify other people who belong to the set, and then they ask them to respond to a survey or questionnaire (Kumar, 2011, p.201). The process completes once the required target has been met. Snowball sampling has different types. However, we are using “Exponential discriminative snowball sampling”, which states that each subject that has been selected as a sample unit gives multiple referrals and adds units.

A clear-cut advantage of snowball sampling is low cost and reduced sample size. However, it is possible to have a higher level of bias as individuals might have some influence, and they may have similar choices. If there is a considerable difference between individuals who are

known to a respondent and who are not, then it may cause some severe issues if the method is implemented. (Zikmund, Babin, Carr & Griffin, 2013, p. 394)

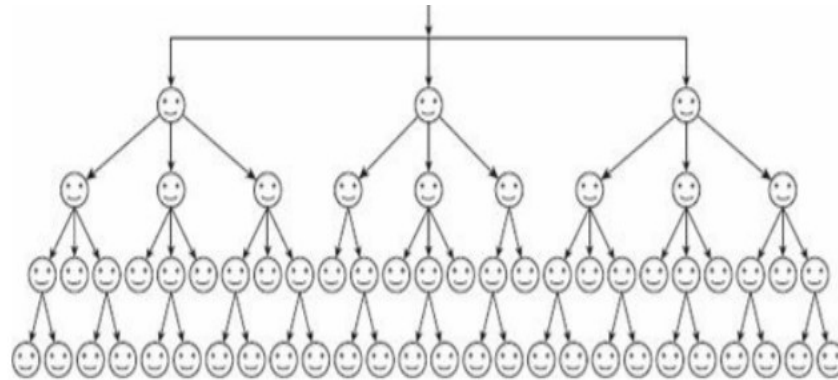


Figure 9. Snowball sampling (Kumar, 2011, p.201).

4.2.2.6 Data collection

The procedure of *data collection* begins once the sampling procedure is formalized. Data collection stands for the collection of data to fulfill the requirement of study. There are numerous ways of the data collection, such as it can be recorded by interviewing individuals, by machines, or by using some secondary sources.

However, to conduct this study, a survey has been formed by using Google Forms. The survey mostly contains close-ended questions. However, there is only one open-ended question where the author asked to respondents about their opinion. Open-ended questions are the type of questions where respondents can add their own opinion, or a value can also be inserted in the form as per wish. In comparison, close ended questions are a type of question where a respondent cannot give his own opinion other than the option available in the questionnaire. A sample of 100 individuals is taken, and the data has been saved in an MS Excel sheet.

4.3 Calculations and data visualization

Data analysis consists of a strategy to be used to extract useful information from the data. Specifically, if the data needs to be analyzed manually or using a computer (Kumar,2011, p. 222). From a set of data, different approaches can be implemented to extract useful insights for decision-making. However, we are using different approaches to visualize data and interpret them according to the context of the problem. The questionnaires have been prepared using Google Forms, and the platform records responses itself. It also facilitates visualize the responses.

Graphical representation is an appropriate approach to extract useful insights when comparing different classes or sects of the same data. If we compare graphical representation with tabulation, the former is more attractive to see and much detailed, which is better far better for storytelling, and the data which is visualized graphically leave more affective and long-lasting impacts on the mind of the reader (Chaudhry, Kamal, 1970, p. 29). In this study, the author uses a simple bar chart and pie chart for appropriate data visualization.

4.3.1.1 Bar chart

A simple *bar chart* consists of vertical and horizontal rectangles. The rectangles are of equal size and length, which are relative to the value of the class they represent.

The width has nothing to do with the appropriation or suitability of the chart. Instead, they are just being used for the purpose of how nice they look. There comes another factor that makes the visualization easy to understand and comprehend, and that is the color each bar contains. Every class should represent a different color or shade to make differentiate between classes. The space between each bar should not be more than that of its width. The vertical bars are appropriate for the purpose of qualitative and time-series data representation, whereas horizontal bars are appropriate for geographical and spatial data. (Chaudhry, Kamal, 1970, p. 30)

4.3.1.2 Pie chart

The *pie chart* is a graphical description of data consisting of a circle and sectors or pieces like pie-shape. The area of each pie is proportionate to the number of parts it contains, and the whole quantity is divided according to the size. A pie chart is also known as a sector diagram as it contains a sector where each sector represents a class. For example, there are four customers each pays an equal amount of bill. Then the pie chart will equally be divided. Each customer will be represented with a different color. The pie charts can be constructed by drawing a circle. The circle consists of 360o degrees, and then the whole quantity to be exhibited is associated with 360. The different areas of a pie chart can be calculated by the following formula. (Chaudhry & Kamal, 1970, p. 34)

$$Sector = \frac{Value\ of\ each\ part}{whole\ quantity} \times 360$$

The formula will divide each sector into the appropriate sector proportionate to the value it contains. (Chaudhry& kamal, 1970, p. 34)

5 Analysis and discussion

This chapter includes the SWOT analysis and survey data analysis, which means both qualitative analysis and quantitative analysis were applied in this study. Because SWOT analysis is included in qualitative analysis, and survey data analysis is included in quantitative analysis.

5.1 SWOT analysis of the cloud kitchen

SWOT analysis was used in this study to find out the strengths, weaknesses, opportunities, and threats for a new cloud kitchen business in the Tampere region food market. The study was carried out to get a better understanding of the market situation, as well as information about rivals and consumer behavior. This thesis has analyzed SWOT analysis through observation and different journal articles, studies, and books related to the cloud kitchen.

Strengths	Weaknesses
<ul style="list-style-type: none"> • Control on quality of cooked food • Easy expansion • Less staff required • Good market opportunity • Easy experimentation • Less investment • Less risk 	<ul style="list-style-type: none"> • Low profit margins • Lack of customer interaction • Only online visibility • Limited customers • Packaging cost • High commissions
Opportunities	Threats
<ul style="list-style-type: none"> • New services designed for the delivery • More margin for experiments • Offer discounts to build up customer loyalty • Good branding Strategy 	<ul style="list-style-type: none"> • New competition • Customer retention • Other delivery applications • Restaurants are doing online food delivery as well • Hygiene • Internet dependency

Figure 10. SWOT Analysis of the cloud kitchen

Strengths: There are many advantages to opening a cloud kitchen. The cloud kitchen business needs less investment to start, and there is less risk of loss also. Furthermore, a cloud kitchen has control of the quality of food because, in a cloud kitchen, employees focus fully on the quality of food rather than on anything else. Cloud Kitchen does not need a full-time staff because they can hire more staff in rush hours to save money and invest in marketing or the quality of their food. Moreover, cloud kitchens offer an opportunity to expand their cloud kitchen business with less investment, and they can do more experiments with food without changing the location.

Weaknesses: However, cloud kitchen has some flaws, such as the fact that profit margins are always lower in the cloud kitchen business due to the limited number of customers. Cloud kitchens do not have direct customer interaction, which can be a significant disadvantage when compared to the traditional restaurants. In addition, higher packaging costs can be a weakness for the cloud kitchen business, especially during silent hours. The Cloud kitchen business model which does not do food delivery and they only cook food. As a result, they pay high commissions to third-party food delivery companies.

Opportunities: Cloud kitchens could thrive in the food market more if they implement more diverse delivery designs in their food delivery, such as offering customers discounts based on the number of deliveries. It can enhance customer loyalty with its cloud kitchen. Furthermore, if they do good branding of their cloud kitchen, new customers are automatically attracted to it. There is an opportunity option for the cloud kitchen that can be converted into the strength of the cloud kitchen, which is to do more experiments with their food menu.

Threats: However, the cloud kitchen does have some threats in the food market. The biggest threat is the food delivery application and restaurants that are doing food delivery as well. It is always very tough for the cloud kitchen to retain a customer because they have only two things to attract customers. One is the food quality, and the second is delivery speed, so the cloud kitchen has a very small margin to retain a customer compared to traditional restaurants. There is a threat that can cause a big loss for the cloud kitchen that is total dependency on the Internet. Cloud Kitchen gets its food orders, tracks the orders, and gets money from customers through the Internet. Thus, if Internet service goes down, then the whole cloud kitchen business can collapse.

5.2 Data analysis

The author did an online survey of Tampere people, this survey contained seventeen questions. However, sixteen questions were close ended in this while one was the one ended question. The survey is done by snowball sampling method, which the author already explained in the methodology chapter.

Age
101 responses

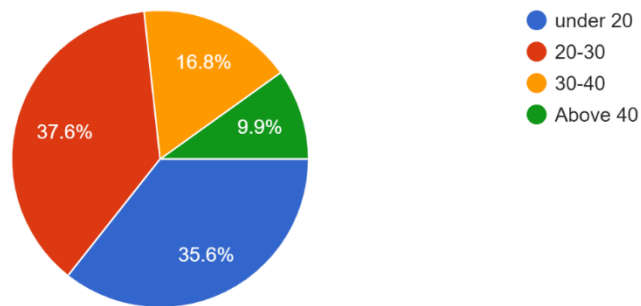


Figure 11. Respondents Age.

Question 1 in the survey was about the respondents' age group, and 101 respondents answered this question. Out of 101 respondents, 70% of respondent's age were between 15 to 30 years. In comparison, the rest of 30 % of respondents' age was above 30 years. So, it seems like the majority of the respondents of the survey were young people.

Gender
100 responses

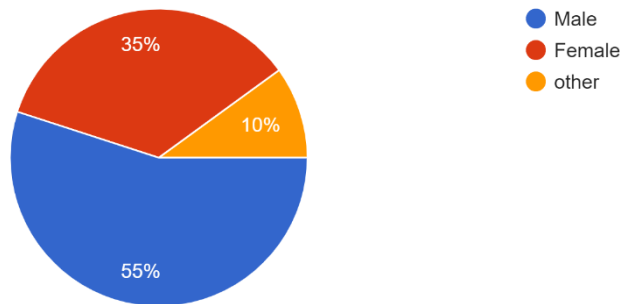


Figure 12. Respondent gender.

The second question of the survey was about the gender of the respondents. This pie chart illustrates that 55% of respondents were male, and 35% were female. However, 10% of the respondents were those people who did not want to tell their gender so, and they chose the given option "others". Nevertheless, it is clear that more than half of the total respondents to this question were males.

How often do you order online food?

98 responses

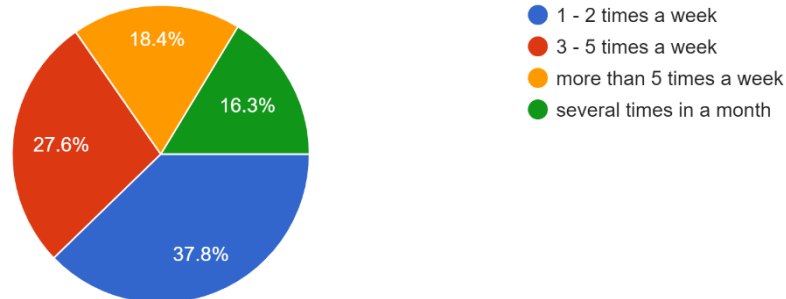


Figure 13. How often do you order online food?

The third question was asked in the questionnaire from the respondents: How often do they order online food? So, about 65% of respondents answered that they ordered online food less than five times a week, while 35% of respondents answered that they ordered online food more than five times a week or several times in a month.

What are the main reasons for order online food?

101 responses

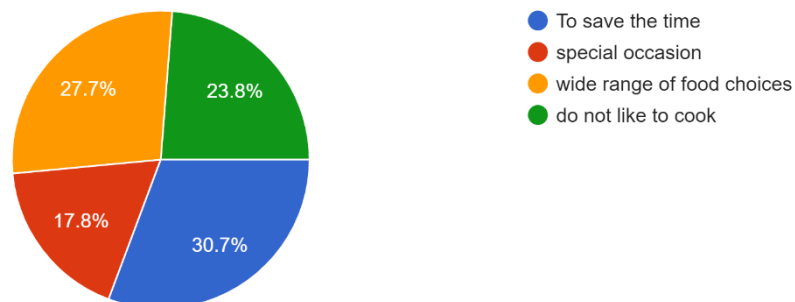


Figure 14. Mian reasons to order online food.

The fourth question was asked of respondents, the reason for ordering online food. Out of 100 respondents, 23% of respondents replied that they order online food because they do not like to cook. Second, 27% of respondents answered that they order online food because they

can get a wide range of food choices when they do online food orders. In contrast, 17% of people responded that they only order online food on special occasions. Thus, 30% of people responded that they order online food because they do not have enough time.

How much money do you spend to order online food in a week?

101 responses

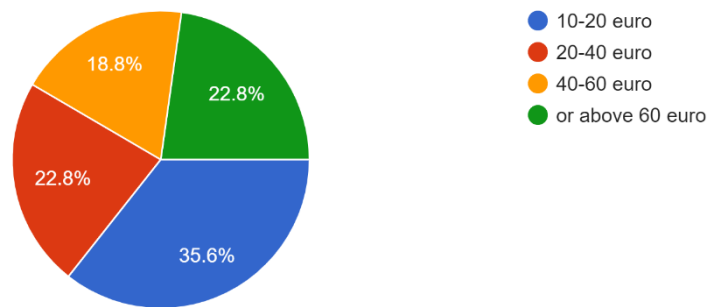


Figure 15. Money spends on the online food orders in a week.

The pie chart is showing the percentage that how much money respondents spend to order online food in a week? There are 36% respondents answered that they spend 10-20 euros to order online food in a week. Out 101 respondents 40% of respondents answered that they spend 20-60 euros to order online food in a week. Thus, 23% people replied that they spend above 60 euros to order online food in a week.

How much do you rate the service of food delivery companies in Tampere region?

101 responses

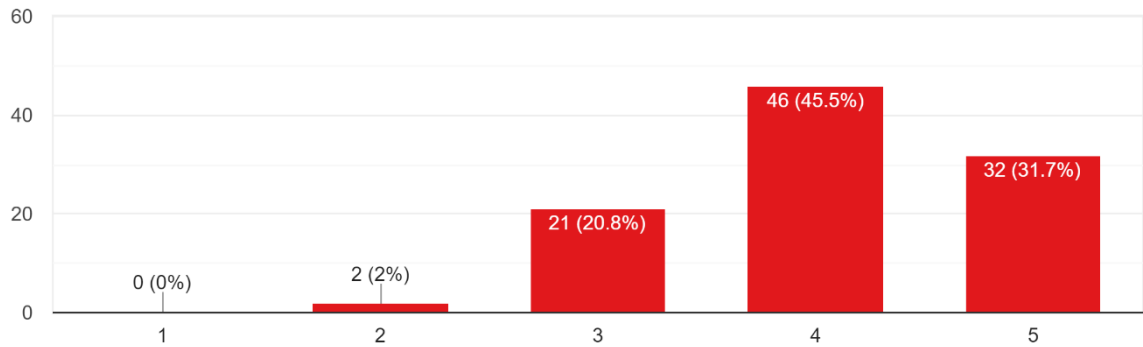


Figure 16. How much do you rate the services of food delivery companies?

The sixth question of the survey was about services of food deliveries companies providing to the customers in the Tampere city. Out of total respondents, 32% respondents are very happy with the services of delivery companies. Thus, 46% people are happy but they said there is need for improvement. In contrast, 21% people answered that services of food delivery companies are average. The graph is showing the clear image of what Tampere people think about the services of food delivery companies.

How much is convenient for you to find out your favorite food place on the food delivery companies' website or application?

101 responses

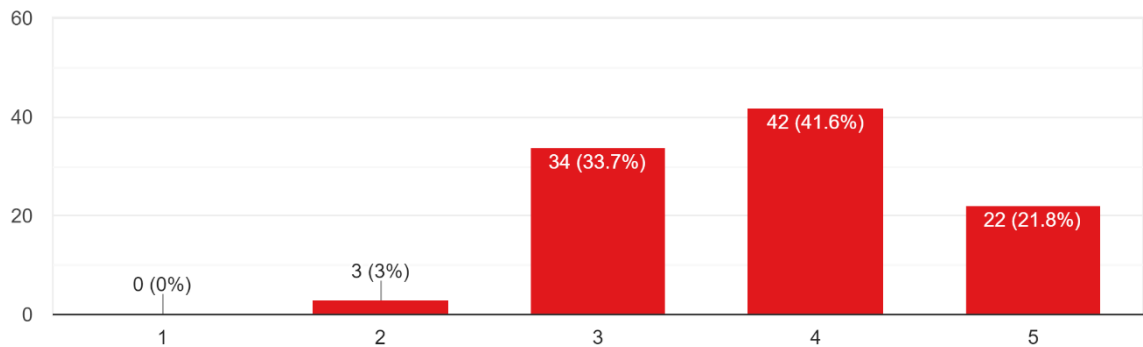


Figure 17. Convenient to find out the favorite food on the food deliver applications.

According to the above graph, 22% of people said it was always convenient to find their favorite food place on food delivery applications. While 42% replied that it was not entirely convenient, anyhow, they managed to find their favorite food on food delivery applications. However, 35% of respondents said that there is a need for improvement because it is always very challenging for them to find their favorite food place on food delivery applications or websites.

What kind of cuisine do you like to order online from restaurants?

101 responses

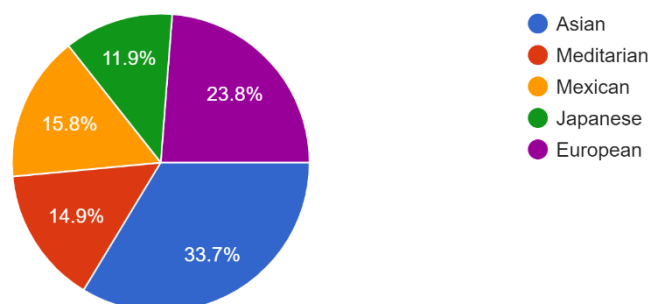


Figure 18. Favorite cuisines of the respondents.

The pie chart is showing that what kind of cuisine do respondents like to order online from restaurants? So, out of a total of 101 respondents, 34% of respondents said that they usually order Asian food, while 24% of respondents responded that they like to order European food. Thus, 12%, 16%, and 15% of respondents answered that they usually order Japanese, Mexican and Mediterranean food, respectively. So, it seems like the majority of the respondents like to order Asian and European food.

Do you get your desire food at your office/school at lunch time?

101 responses

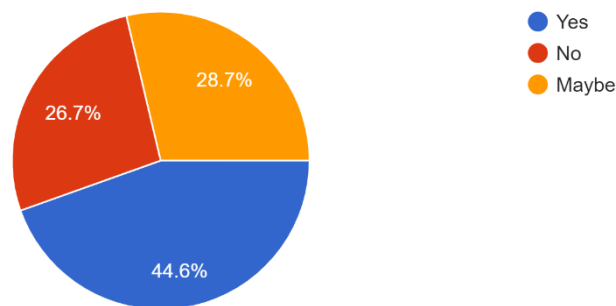


Figure 19. Desire food at office/school at lunch time.

The ninth question was about whether respondents got their desired food at their office or school at lunchtime. The above pie chart shows that there are 45% of the total respondents answered that they do like food menu at their office or school at lunchtime. However, 27% of respondents replied that they do not like the food at their school or office at lunchtime, while 29% said they selected the "maybe" option in the survey. So, it means they do not know whether they like it or not. Still, these results are a positive sign for the cloud kitchen business, and they can target these customers.

How much money do you pay for a lunch in your office or school?

100 responses

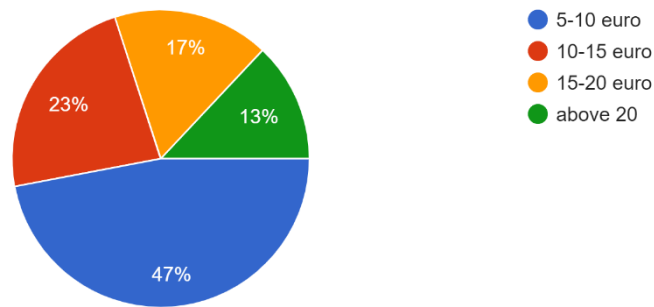


Figure 20. Money pays for lunch in office/school.

The tenth question of the survey was about how much money respondents paid for a daily lunch in their office or school. The majority of the respondents of the survey were students, so that is why 47% of the respondents spent 5-10 euros daily on their lunch in their schools. While other options in the survey mainly were for working people, Thus, 23% of people replied that they spend 10-15 euros for lunch daily in their offices. 17% said that they spent 15-20 euros in their offices on a daily basis. In addition, 13% of respondents answered that they spent every day above 20 euros on lunch in their offices. Then the cloud kitchen business has an excellent opportunity to provide cheap and good food as an alternative to expensive office lunches.

Have you heard before a cloud kitchen based restaurant, which only do online food delivery?

101 responses

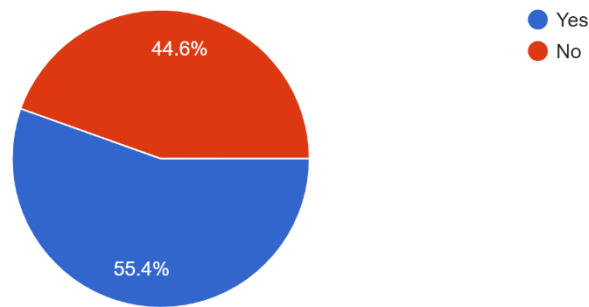


Figure 21. Heard before the cloud kitchen-based restaurant.

The above pie chart shows that 56% of respondents knew about the Cloud Kitchen restaurant before the survey. In comparison, 44% of respondents answered that they did not know about the kitchen restaurant before. So, the survey results show that more than fifty percent of the total respondents knew about the cloud kitchen restaurant before this survey.

Would you like to see virtual restaurant which can make and deliver good food in a quick time with reasonable price?

101 responses

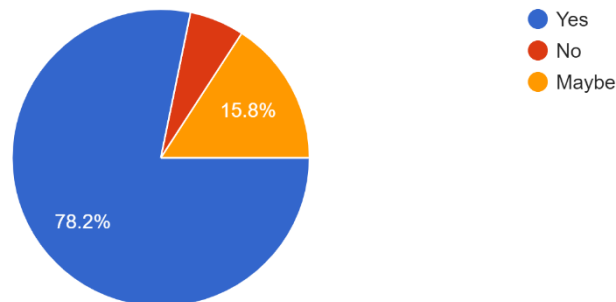


Figure 22. Would respondents want to see a cloud kitchen in Tampere city?

The above pie chart illustrates the percentage of people who would like to see a cloud kitchen restaurant in Tampere city. The majority of the people who responded to the survey gave positive answers. Thus, 78% of respondents replied that they would like to see a cloud kitchen-based restaurant in the Tampere city. In contrast, 6% of respondents said they do not want to

see a cloud kitchen-type restaurant in the city. However, 16% of people responded that they did not know if they wanted or not so, they selected the "maybe" option in the questionnaire.

How important is delivery speed for you when using food delivery apps?

99 responses

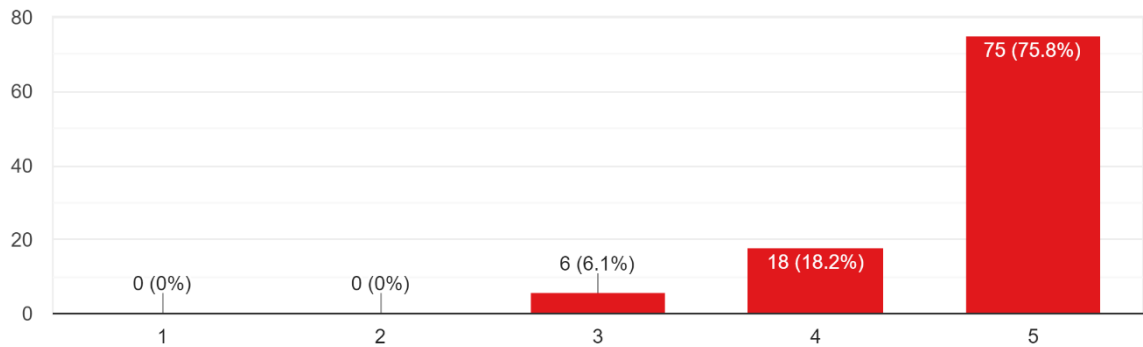


Figure 23. Importance of food delivery speed.

The bar chart shows that there were 75% of respondents replied that delivery speed is essential when they are using food delivery applications. While 18% believe it is critical, they are willing to wait a little longer. So, by looking at this bar chart, it is clear that the delivery speed is essential for the customers but not compulsory if food quality is high.

While ordering food online, what matters most for you?

99 responses

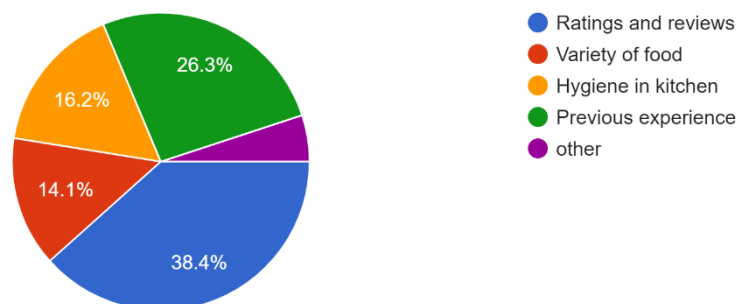


Figure 24. While ordering food online, what matters most for you?

The above pie chart shows the respondent preferences when they order online food. 38% of respondents answered that ratings and reviews matter a lot when they order online food from a restaurant. Thus, 26% of people said they preferred previous experience when choosing a restaurant for food delivery. Moreover, 16% and 14% of respondents replied that hygiene in the kitchen and the variety of food matters a lot to them when they have to choose a restaurant for food delivery. In conclusion, it is clear that customers chose a restaurant for food delivery based on reviews and ratings and previous experience at that specific restaurant.

Do you think COVID-19 has impacted your ordering online food habits?

98 responses

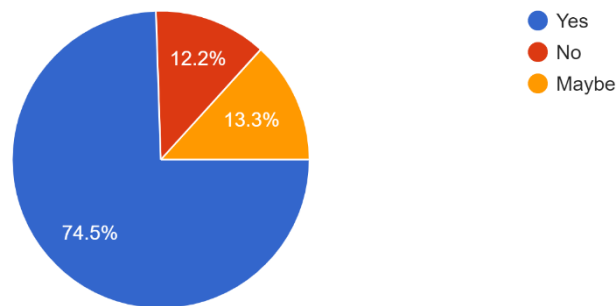


Figure 25. COVID-19 impact on people ordering online food behavior.

The pie chart illustrates that there were 75% of respondents answered that COVID-19 has a significant impact on their online food habits, while 13% said they did not know whether COVID-19 affected their online food habits or not. However, 12% replied that COVID-19 did not impact their online food habits.

How would you rate opening a food company like cloud kitchen in Tampere region?

101 responses

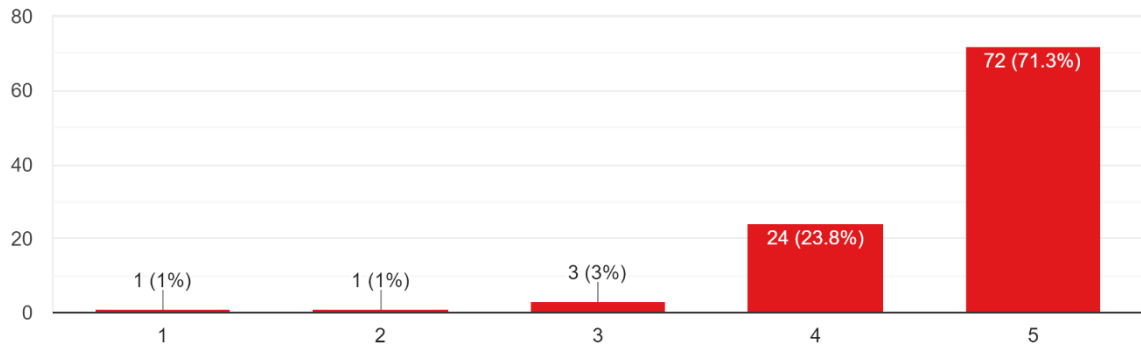


Figure 26. How would you rate opening a cloud kitchen in the Tampere region?

The above bar chart elaborates on how many respondents to the questionnaire want to see a cloud kitchen in the Tampere region. 72% of respondents gave a positive answer, and they said they wanted to see a cloud kitchen restaurant in the Tampere region. While 24% want to see a cloud kitchen in their city, they are not overly enthusiastic about the cloud kitchen restaurant. Almost 94% of respondents replied that they are excited about seeing a cloud-based restaurant in the Tampere region.

The last question of the survey was an open-ended question, which was about the respondent's opinion or suggestions about the cloud kitchen if they want to give it. Most of the people who responded to this question gave motivation that this is a good idea, and this business idea can be successful in the food industry of Tampere. Thus, some of them suggested how food should be prepared on demand, and the food delivery should be fast. Nevertheless, these suggestions and opinions show that the survey had a positive response for the cloud kitchen business by respondents.

6 Conclusion and suggestions

The main purpose of this thesis was to do customer analysis of the Tampere region through an online survey and find out customer online food preferences, dining habits, and expectations from cloud kitchens and online food orders. Then, try to look into the restaurant industry in Finland and the future of the cloud kitchen in the food industry, and discuss the COVID-19 effects on the food industry.

In conclusion, the final result of this thesis illustrates that COVID-19 had a massive effect on the food industry. Due to the COVID-19 lockdowns, restaurants were closed, and only takeaway options were available in some restaurants. So, the majority of people moved towards online food delivery because they did not eat in the restaurants. So, during these lockdowns, online food delivery companies had record online food orders. Thus, cloud kitchens got a huge boost and cloud kitchens became a prime choice for customers and stakeholders. However, according to the background study, Tampere does not have any prominent cloud kitchen business restaurants, but some of the people who are running cloud kitchen types of businesses in Tampere only work on special occasions and events. So, it was clear that from background study, the cloud kitchen idea could be a successful business in the Tampere region. However, the author has done further research with qualitative and quantitative analysis to get to know market threats and opportunities for the cloud kitchen and customer behavior and expectations. The author has done SWOT analysis of the cloud kitchen and customer online survey to better understand the market situation.

According to SWOT analysis, the cloud kitchen has some strengths and opportunities, which are positive aspects, but on the other hand, the cloud kitchen has weaknesses and threats in the market. However, these threats and weaknesses are not big hurdles for a cloud kitchen because these weaknesses and threats can be converted into strengths and opportunities through observation of customer behavior, expectations, and food culture properly through customer feedback. The restaurant only has customer feedback when they run their restaurant in the market and get experience.

The online survey results showed that COVID-19 has affected customers' online food delivery behavior a lot because people ordered more online food than before during COVID-19. Thus, survey results indicate that survey respondents' food culture and their expectations of online food delivery services. However, respondents were not happy with the current online food delivery companies' services. More than half the respondents knew the Cloud Kitchen name before the survey, and it is a very positive sign because people are a little bit familiar with this kind of restaurant. The survey respondents were mostly university and school students from the Tampere region. So, their ordering online food habit was quite common in a week because they wanted to save time, and some of them did not want to cook. So, according to the survey results, the target customers could be students and working people. The survey results also showed that more than 80% of the respondents were eager to see the Cloud Kitchen restaurant in the Tampere region. After doing all these analyses the author has gained a lot of knowledge and understand the market situation of the Tampere region, so the author has some suggestions for the cloud kitchen business.

The cloud kitchen should not start with both cooking and delivery, they should hire first delivery company to deliver the food to the customers' homes. Because first they need to know about the customers food preferences, expectation and need to gain trust of the customers then they can start their own food delivery. That is how they can save money and put more focus on the food. The second suggestion is they should also start to cook on demand food like on birthday parties, marriage ceremonies ETC. cloud kitchen should deliver the food fast because most of the respondents of the survey were not happy from the current food delivery companies in Tampere. The further studies on the cloud kitchen should be done in the future specially after COVID-19 because the situation after COVID-19, the situation will clear for the researcher either COVID-19 has given a boost to cloud kitchen or not.

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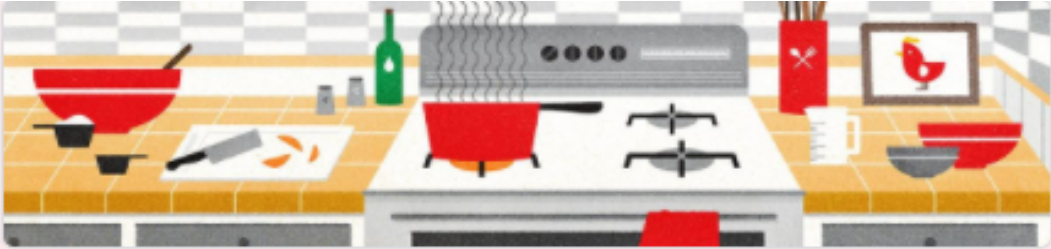
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Appendix 1: Customer survey





Questionnaire (in English)

Dear respondents,

I am doing my Bachelor's thesis and I am doing this customer survey to get to know customer thoughts, expectations, and attitudes towards opening a cloud-kitchen based restaurant in the Tampere region that can make and deliver food at the same time. Please answer this survey. It will not take more than 5 minutes. I would be very thankful to you. I can assure you that all the information will be used for research purposes and kept confidential. Thank you!

Best regards,

 asim.hussian7623@gmail.com (not shared) [Switch account](#) 

Age

under 20

20-30

30-40

Above 40

Gender

Male

Female

other

How often do you order online food?

1 - 2 times a week

- 3 - 5 times a week
- more than 5 times a week
- several times in a month

What are the main reasons for order online food?

- To save the time
- special occasion
- wide range of food choices
- do not like to cook

How much money do you spend to order online food in a week?

- 10-20 euro
- 20-40 euro
- 40-60 euro
- or above 60 euro

How much do you rate the service of food delivery companies in Tampere region?

- | | | | | | | |
|----------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------|
| | 1 | 2 | 3 | 4 | 5 | |
| very bad | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | very good |

How much is convenient for you to find out your favorite food place on the food delivery companies' website or application?

- | | | | | | | |
|----------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------|
| | 1 | 2 | 3 | 4 | 5 | |
| very difficult | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | very easy |

What kind of cuisine do you like to order online from restaurants?

- Asian
- Meditarian
- Mexican
- Japanese
- European

Do you get your desire food at your office/school at lunch time?

- Yes
- No
- Maybe

How much money do you pay for a lunch in your office or school?

- 5-10 euro
- 10-15 euro
- 15-20 euro
- above 20

Have you heard before a cloud kitchen based restaurant, which only do online food delivery?

- Yes
- No

Would you like to see virtual restaurant which can make and deliver good food in a quick time with reasonable price?

- Yes
- No
- Maybe

How important is delivery speed for you when using food delivery apps?

- 1 2 3 4 5
- Extremely unimportant Extremely important

While ordering food online, what matters most for you?

- Ratings and reviews
- Variety of food
- Hygiene in kitchen
- Previous experience
- other

Do you think COVID-19 has impacted your ordering online food habits?

- Yes
- No
- Maybe

How would you rate opening a food company like cloud kitchen in Tampere region?

	1	2	3	4	5	
bad idea	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	good idea

If you have some suggestion or opinion you can say it, i would really appreciate your opinion!

Your answer _____

Thank you for your participation!

Submit

Clear form