



**NAMIBIA UNIVERSITY
OF SCIENCE AND TECHNOLOGY**

FACULTY OF COMMERCE, HUMAN SCIENCES AND EDUCATION

DEPARTMENT OF MANAGEMENT SCIENCES

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1ST OPPORTUNITY EXAMINATION	
EXAMINER(S)	DR. CHRIS VAN ZYL MR. MOSES SHUUYA
MODERATOR:	MR. ERNEST MBANGA

INSTRUCTIONS
1. Answer ALL the questions. 2. Write clearly and neatly. 3. Number the answers clearly.

PERMISSIBLE MATERIALS

1. Business calculator
2. The case study

THIS EXAMINATION PAPER CONSISTS OF 2 PAGES (including this front page and case study)

QUESTION 1

- (a) Analyse the attached case study “KEEP GOOD SHAPE” and present a detailed case analysis report containing references to all the relevant strengths, weaknesses, opportunities and threats. The recommendations should include suggestions of how the current innovation strategy could be adapted to provide **KEEP GOOD SHAPE** with an alternative successful innovation strategy. The suggested changes to the current innovation strategy(s) must be well justified and motivated. The recommendations should furthermore be very specific about how the strengths and opportunities that were identified are to be utilized to improve or eliminate the identified weaknesses and to minimize the effect of the identified threats on the enterprise’s performance.

The following report headings need to be included in your final answer:

- | | |
|-------------------------------------------------------|------------|
| (a) Executive summary | [10 marks] |
| (b) Introduction | [5 marks] |
| (c) SWOT analysis | [30 marks] |
| (d) Problems/Challenges identification and discussion | [15 marks] |
| (e) Proposed Action Plan | [20 marks] |
| (f) Conclusions | [10 marks] |
| (g) Recommendations | [10 marks] |

TOTAL MARKS: 100

Keep Good Shape (KGS) – the expansion dilemma

Bikramjit Rishi and Vinit Vijay Dani

It was a bright sunny day on March 19, 2021; Megha Bafna, the founder of “Keep Good Shape” (KGS), a first-generation entrepreneur, was sitting in her home in Pune (India) reminiscing about her entrepreneurial journey. She had started the KGS venture in 2017 with a seed capital of INR 3,500 (US\$53.77) from her savings, initially as a part-time activity, selling homemade vegetarian salads to people across Pune. Soon KGS, which effectively was incepted as a passion, grew into a full-fledged business in 2021, with 200 active customers and employed 38 people. Based on a subscription model, KGS served 22 different salads, including customised ones, especially for customers with lifestyle diseases. Primarily, she grew her organization using social media platforms such as Facebook and WhatsApp. The ongoing COVID-19 pandemic seemed to help her increase her orders (by volume) by almost 25% in 2020, as healthy meals became people’s choice during these times. Consumers realized that eating healthy became the right way to live a happy life (Kauer, 2019). Thus, they consumed healthy, gluten-free, low-calorie, hygienic, baked-not-fried, diabetes-friendly food while ordering online (Progressive Grocer Bureau, 2020).

Bafna’s reminiscing was abruptly interrupted as her husband entered the room. She told him that she wanted to establish a cloud kitchen, as she already had two franchisee outlets (Pune and Faridabad) and was thinking of business expansion. She thought about having a system to train franchisees to purchase and cut vegetables and maintain control by supplying her homemade dressing. However, her husband cautioned her that competition had increased, and consumer behavior was also changing. Thus, she needed to think twice before launching a cloud kitchen. He shared a report detailing the changing landscape of food-tech in India and a list of cloud-kitchen business models to justify himself. Intrigued, Bafna searched for more information about cloud-kitchen business models. Essentially, she was confused about selecting the most appropriate cloud-kitchen business model and how could she manage it?

Beginning of the journey

Bafna was a commerce graduate; before working for KGS full time, she was employed in a real estate firm for 15 years and had the habit of carrying two to three variants of salads every day to the office for lunch. As preparing the salad variants was time-consuming, she often wondered if someone could make such salads for her every day, and she would gladly buy them. She went through the salad-making process regularly and contemplated starting a business making salads. She saw this as an opportunity to meet consumers’ needs for salads. Interestingly, she did not have too much competition when she incepted KGS. She was early to realize that consumers today were becoming more health-conscious and were beginning to avoid junk and street-side food, especially at the outset of the

Bikramjit Rishi is based at the School of Management and Entrepreneurship, Shiv Nadar University, Greater Noida, India. Vinit Vijay Dani is based at the Department of Marketing, Vignana Jyothi Institute of Management, Hyderabad, India.

Disclaimer: This case is written solely for educational purposes and is not intended to represent successful or unsuccessful managerial decision making. The author/s may have disguised names; financial and other recognizable information to protect confidentiality.

COVID-19 pandemic. She also considered that healthier food was not necessarily tastier (Van Cuijk, 2015). She wanted to change this perception and thought that a chef could be creative while preparing healthier and more delicious salads.

She started her venture, Keep Good Shape (KGS), in 2017 in Pune. Pune city was the fastest-growing industrial hub of India. The city was located in the Maharashtra state of India. It attracted professionals and students from all over the country due to the presence of industries, universities and institutions. It witnessed tremendous growth in the past decade. The migrated population in the city had grown by 100% from 2001 to 2015. The areas catered by Ms. Bafna in the Pune city had a population of professionals (single and newly married) and students (who have come to the city for studies). These people were time-pressed and could not cook food for themselves and were looking for healthy and tasty options. With a seed capital of INR 3,500 (US\$53.77) from her savings, initially, as a “part-time” business, post her regular employment. She started selling homemade salads to people across Pune. She reinvested her profits year after year without taking out her initial investment and finally decided to engage herself full-time in developing KGS.

KGS employed 38 people (Exhibit 1); 15 employees were involved in cutting fruits and vegetables, 15 others were involved with the delivery process, 4 chefs were helping her make the salads, 3 executive members were looking after the receipt of the orders passing them on to the chefs for preparation and 1 unit manager was looking after the overall management of the business. Most of her employees had an underprivileged background, especially women. Bafna’s objective was to empower women by offering them a chance to work with her. Most of her employees, especially in the early days of KGS, were not aware of exotic vegetables like broccoli, lettuce, purple cabbage, red and yellow bell pepper that were extensively used in preparing salads. Bafna used a regular job rotation mechanism to keep her employees actively involved in the business. She trained them to choose suitable vegetables and cut them appropriately. Notably, she selected them based on their time to commit to the company, readiness to learn and job needs. However, she decided to “dress” the salads herself, as she felt it was the most critical aspect of her business. All her employees worked on a daily wage basis.

For her marketing endeavors, Bafna did not opt for the traditional methods of communication to promote her brand; she used social media, particularly Facebook and WhatsApp, extensively. She primarily relied on word-of-mouth (WoM) referrals and customer recommendations to popularise her brand. On Facebook, she specifically relied on a page called PULA (i.e. Puna Ladies) that had 60,000 women living in Pune as its members. The “PULA page” offered free promotion once a week to Bafna, helping her promote her brand.

Bafna began her day at 5 a.m. every day; she went to the market to purchase the vegetables. She cleaned, cut and dressed the fruits and vegetables to cater to the orders upon returning home. Her family, including her mother-in-law, husband and son, were exceptionally supportive; they willingly helped her in her endeavors. Bafna considered her mother-in-law a source of strength, whose guidance and support helped her sustain her entrepreneurial venture, especially in the initial days. Her husband, Mr. Sunil, was an entrepreneur running a travel agency; unfortunately, he was compelled to discontinue his work due to the pandemic. He was now responsible for recruiting the delivery boys and ensuring they did their job effectively and efficiently. In short, he was in charge of the logistics process.

Bafna’s customers provided her with positive feedback through SMS and WhatsApp messages, which motivated her to put in more effort. If there were any customer complaints, she promptly paid close attention to them and ensured that the complaint was not repeated. Complete customer satisfaction was her motto and mojo, which effectively helped her grow the business. She was innovative in her approach; she tried different menus from various

restaurants, incorporated some of its elements into the salads and ensured that “health” remained the top priority (Exhibit 2).

She firmly believed that hard work, dedication and consistent quality were the only ways to succeed in an entrepreneurial venture. Her venture had received consistent orders since its inception (Exhibit 3). She had created a website to manage the orders. However, most of the orders came through WhatsApp. Customers ordered daily, weekly or monthly based on the “type” of subscription.

Bafna was keen to grow her business on pan India basis from her existing two franchisee outlets (Pune and Faridabad). However, her husband cautioned her against rapid expansion due to changing consumer behavioral patterns. Then, she decided to do a thorough study herself to understand and appreciate the nitty-gritty of establishing a cloud-kitchen business; she also explored various business models that would be the most suitable.

Bafna earned revenue from salad sale proceeds, commission and sauces sales. From her franchise partners, she had set a commission of INR 10 (about US\$0.13) per salad that the franchisees sold. Additionally, she charged INR 160 (US\$2.15) per kilo of the “special” sauces delivered to the franchisees by courier.

Food tech in India – an opportunity for unprecedented growth

The lifestyles of Indian consumers (predominantly urban and semi-urban) changed in the last three decades, including cooking and consumption habits. Consumers started preferring food ordered online rather than cooked at home. Moreover, the preference for food shifted to its nutritional value and convenience. These changes forced the food sector to respond quickly, adapt and meet consumers’ needs. Thus, food companies innovated and came up with new food products, like ready-to-eat products that did not need much preparation. Salad producers like Bafna faced challenges in making fresh and “innovative” salads every day with nutritional value. The longer shelf life of salads was a critical customer expectation. These changes also brought a new dimension to the food industry (i.e. food tech apps/start-ups). Notably, from 2017 to 2019, these apps increased their spread and relevance almost six times (PTI, 2020). Interestingly, the average time spent by a consumer exploring and ordering food online had doubled from 32 min per month in 2017 to 72 min per month in 2019 (Gahlaut, 2020).

Massive discounts offered by these food tech start-ups to attract customers posed a significant challenge for the food industry to create a loyal customer base (Bhatnagar *et al.*, 2020). Several industry experts believed that consumers might revert to home cooking if these food-tech companies continued to increase their prices. Additionally, the low average order and repeat orders were other issues these food tech start-ups needed to address while satisfying their consumers. Most of the business came through cashback and discount schemes. On their end, even the consumers looked for such deals. Nevertheless, companies did realize that they should aim for profitability to succeed in the long run.

Indian consumers preferred variety; thus, exploring multiple cuisines was possibly the most crucial trigger for continued orders, followed by discounts and convenience (PTI, 2020). For non-users, lack of trust, high delivery charges, quality of food, and lack of customization acted as barriers (Soni, 2020). Therefore, there was an opportunity to boost growth with value propositions like deep personalization–targeted marketing, constant value for money, increased quality assurance and advanced convenience features. Companies tried to explore the potential of advanced digital analytics and machine learning to drive personalization-targeted marketing and user-specific recommendations. Strong engagement and partnerships with suppliers backed by big data could increase restaurant loyalty, negotiation power and higher quality assurance.

The overall business objectives were to increase user adoption, alleviate barriers and build deeper relationships with supply networks. The companies tried to address customer expectations of environment-friendly packaging and value for money (promotions and discounts) (Singhi *et al.*, 2020). The companies designed and implemented relevant marketing communication strategies to address the lack of trust among consumers. Several companies took monetary and community engagement initiatives to drive increased adoption among non-users.

Moreover, significant trends in this industry introduced players such as Swiggy and Zomato, which expanded even to the cloud-kitchen model. This model was believed to reduce rental costs for restaurants and give better flexibility to operate multiple brands under one umbrella. The industry increased its reach on a pan-India basis, with 500+ cities enabled by a growing restaurant network. Day by day, consumers were more willing to experiment by trying different cuisines. A young population and women workforce contributed to the popularity of food tech apps in metro cities. Consumers preferred ordering small portions of food to consume them with their home-cooked food (Gupta, 2019).

Cloud-kitchen business models

The recent shift in consumer dining behavior made the cloud-kitchen business model very popular among start-ups. As Bafna was thinking of expanding her start-up business, she conducted her research that included the following business models:

- The independent cloud-kitchen model: The start-ups were responsible for managing their costs. In this model, a food start-up did not have any seating arrangements for customers, and thus, no physical store/location was required. These start-ups primarily operated from homes. The modus operandi herein: customers placed orders online, and the start-up had to deliver the same. Notably, this model gained popularity with the growth of online orders over time.
- The rebel food business model: This model was invented by Rebel Food Private Limited (Formerly Faasos). The model primarily focused on delivery and provided self-reliance for orders and deliveries to start-ups (Maggo, 2018). The model differentiated itself with multi-cuisine, multiple outlets, no storefront and a single kitchen. This model used data intelligence to serve customers, analysing the customers' demographics, hyperlocal demand-supply and the most popular cuisines. Additionally, the model established different brands as independent brands, such as Behrouz Briyani, Oven Story and Slay Coffee (Jain, 2021). They received orders online, and a single kitchen managed these brands.
- The Fresh Menu business model: This model had the features like a single kitchen, single brand, multiple outlets and a storefront. In effect, this model combined a restaurant and a cloud kitchen. The storefront helped customers see how the food was being prepared. This model used an online ordering process to receive the orders. It offered a mix of seasonal dishes and bestsellers to attract customers. The model had two options to serve customers: delivery and take away. The model relied on aggregators and self-reliance.
- The Swiggy Access Business Model: This model, also called "Shell," had an optimally located kitchen space. The model had the minimum infrastructure comprising gas pipelines, drainage systems and ventilation systems. The restaurant used intelligence, Swiggy's online delivery mechanism and delivery fleet to serve customers. Hence, the restaurant did the cooking while Swiggy managed the delivery.
- The Zomato Infrastructure Services: The model was based on the idea of a rented kitchen. The kitchen had all the types of equipment and followed comprehensive

processes to cook the food. Zomato shared all the know-how needed to run the business. It also had a storefront where customers could walk in. The Zomato Infrastructure Services offered features such as a multi-restaurant brand, rented kitchens and a storefront.

- The Kitopi Business Model: Founded in 2018, Kitopi had a mission to satisfy its consumers' by delivering exceptional food, notably on customer terms. In this new business model, the entrepreneur had the opportunity to outsource everything, including the kitchen, call center operations and delivery. The entrepreneur had to partner with Kitopi, and it would help them expand to different markets within 14 days. Once the entrepreneur had signed an agreement, Kitopi took care of all the operations such as sourcing the ingredients, cooking the food, packaging and safe delivery to the customers. Kitopi managed the total customer experience and ensured that customers were always happy. They used a Smart Kitchen Operating System (SKOS) technology built in-house to ensure speed and efficiency in all business operations (Kitopi, 2022).

Post enlightening herself with this relevant literature on cloud-kitchen models, she requested her husband to draw a comparison of cloud-kitchen business models. Her husband created a table and listed out the main features of each model (Exhibit 4). After reviewing the different cloud-kitchen business models, Bafna felt that the business models did offer a beneficial opportunity to scale up her existing business. However, she was in a dilemma in choosing the model best suited to her cause, given her existing resources, external factors and current operational capacity.

Keywords:
Entrepreneurship,
Lean production,
Stakeholder management,
Corporate growth,
Small businesses

Notes

1. One US\$ is equal to INR 65.09 on an average basis in 2017, retrieved from www.exchangerates.org.uk/USD-INR-spot-exchange-rates-history-2017.html#:~:text=Average%20exchange%20rate%20in%202017%3A%2065.0966%20INR
2. A disease or a medical condition affects how a person lives, for example, obesity.
3. One US\$ is equal to INR 74.13 on average basis in 2020, retrieved from www.exchangerates.org.uk/USD-INR-spot-exchange-rates-history-2020.html#:~:text=Average%20exchange%20rate%20in%202017%3A%2065.0966%20INR, accessed on 30 May 2021.
4. One US\$ is equal to INR 68.41 on average basis in 2018, retrieved from www.exchangerates.org.uk/USD-INR-spot-exchange-rates-history-2018.html#:~:text=Average%20exchange%20rate%20in%202017%3A%2065.0966%20INR, accessed on 30 May 2021.
5. One US\$ is equal to INR 70.42 on average basis in 2019, retrieved from www.exchangerates.org.uk/USD-INR-spot-exchange-rates-history-2019.html#:~:text=Average%20exchange%20rate%20in%202017%3A%2065.0966%20INR, accessed on 30 May 2021.
6. One US\$ is equal to INR 74.13 on average basis in 2020, retrieved from www.exchangerates.org.uk/USD-INR-spot-exchange-rates-history-2020.html#:~:text=Average%20exchange%20rate%20in%202017%3A%2065.0966%20INR, accessed on 30 May 2021.
7. A gig employee is a freelancer or temporary worker who enters into a formal agreement with companies to serve the company's clients.

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Corresponding author

Bikramjit Rishi can be contacted at: drbikramrishi@gmail.com

Exhibit 1. KGS staff (2020)

Table E1		
<i>Executive members</i>	<i>3</i>	<i>Salary @ INR 5000 (US\$67.45) per month</i>
Unit manager	1	Salary @ INR 10000 (US\$134.90) per month
Chefs	4	Wages @ INR 5000 (US\$67.45) per month
Logistics staff	15	Wages @ INR 4000 (US\$53.96) per month
Support staff	15	Wages @ INR 3000 (US\$40.47) per month
Salary and wages expenses in a month		INR 150,000 (US\$2023.47)

Notes: Chefs, logistics staff and support staff were not the permanent staff. They work part-time and paid wages based on their contribution

Source: Company records

Exhibit 2. Menu of KGS

Table E2	
<i>Salads</i>	<i>Price</i>
Mayonnaise Russian Salad	INR 110
Matki Bhe! Salad	(US\$1.48)
Mexi Crun Chinese Salad	
Crunchy Traffic Lite Salad	
Macaroni Salad	
Soups	INR 110
Tomato Basil Shorba Soup	(US\$1.48)
Veg Minestrone Soup	
Broccoli Cheddar Soup	
Juices	INR 110
Heart Beet (Beetroot, Pomegranate, Mosambi/Orange, Celery)	(US\$1.48)
Pannzilla Smoothie	
(Paan, Spinach, Tulsi, Apple/Pear, Lemon)	
Fruit Punch	
(Orange, Mosambi, Apple, Pineapple, Pomegranate, Watermelon)	
Vital Greens	
(Celery, Spinach, Lauki, Cucumber, Apple, Amla)	
Carrot Craft	
(Carrot, Apple, Beetroot, Mint, Mosambi)	
ABC (Apple, Beetroot, Carrot, Celery, Amla)	
Exotic K2S (Kale, Kiwi, Green Tea, Spinach, Pear, Mint)	
Fruit Punch	
(Orange, Mosambi, Apple, Pineapple, Pomegranate, Watermelon)	
Green Glow	
(Spinach, Mint, Pear, Coconut water, Green Spirulina)	
Carrot Craft	
(Carrot, Apple, Beetroot, Mint, Mosambi)	
Note: The dominos basic pizza starts at INR 199 (US\$2.83)	
Source: Company records	

Exhibit 3. Financial data

Table E3		2017	2018	2019	2020
Average fixed costs (Annual)	INR 10,000 (US\$153.63)	INR 12,000 (US\$175.41)	INR 15,000 (US\$213.03)	INR 22,000 (US\$296.77)	
Water electricity charges (Annual)	INR 10,000 (US\$153.63)	INR 10,000 (US\$146.18)	INR 11,000 (US\$156.22)	INR 11,000 (US\$148.39)	
Transportation charges (Monthly)	INR 7,000 (US\$107.54)	INR 7,000 (US\$102.32)	INR 8,000 (US\$113.62)	INR 8,000 (US\$107.91)	
Raw materials (Monthly Charges)	INR 8,000 (US\$122.90)	INR 8,000 (US\$116.94)	INR 9,000 (US\$127.82)	INR 9,000 (US\$121.40)	
Number of orders placed per day	20	30	60	75	
Total revenue generated	INR 67,300 (US\$998.61)	INR 101,120 (US\$1461.77)	INR 201,440 (US\$2840.50)	INR 251,920 (US\$3372.45)	
Revenue calculation	20 (orders)* 30 (Number of days in a month)* 110 (Average price per order) + Commission (INR 500) + Sauce Sale (INR 800)	30 (orders)* 30 (Number of days in a month)* 110 (Average price per order) + Commission (INR 1000)+ Sauce Sale (INR 1120)	60 (orders)* 30 (Number of days in a month)* 110 (Average price per order) + Commission (INR 2,000)+ Sauce Sale (INR 1440)	75 (orders)* 30 (Number of days in a month)* 110 (Average price per order) + Commission (INR 2500) + Sauce Sale (INR 1920)	

Source: Created by Authors based on the discussions with the protagonist

Exhibit 4. Types of cloud kitchen business models

Table E4

<i>Cloud-kitchen business model</i>	<i>Features</i>
The independent cloud kitchen	One brand, one kitchen, no storefront
The rebel food business model	No storefront, multi-brand, one kitchen, multiple outlets
The fresh menu business model	One brand, one kitchen, multiple outlets with a storefront
The Swiggy access business model	Aggregator owned, no storefront, multi-brand, rented co-working kitchens
The Zomato infrastructure services business model	Aggregator owned, rented kitchens, multi-brand, with a storefront
The kitopi business model	Cooking and delivery fully outsourced

Source: Created by Authors

