



**EXPLORING THE SUCCESS STORIES OF CLOUD KITCHEN FOOD
BUSINESSES IN OZAMIZ CITY: AN APPRECIATIVE INQUIRY**

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CERTIFICATE OF PANEL APPROVAL

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ABSTRACT

Cloud kitchens have revolutionized the food industry in providing food package and convenience among consumers. This study explored the success stories of cloud kitchen enterprises using an appreciative inquiry methodology, focusing on operators' effective experiences, strategies, and outcomes. The study utilized the phenomenological research design through an appreciative inquiry. Purposive sampling and a qualitative research approach were used in this research. Semi-structured interviews were utilized to gather data, and thematic analysis was employed to pinpoint important topics. Discover, Dream, Design, and Destiny was applied for data analysis. Interviews with five (5) successful cloud kitchen owners in Ozamiz City revealed their resources, competencies, and strategies for overcoming challenges. Six themes emerged from the analysis: (1) adaptability and customer-centric operations; (2) social media strategy and digital engagement; (3) operational efficiency and resource management; (4) innovation in response to challenges; (5) emphasis on customer satisfaction; and (6) reliance on word-of-mouth for growth. The findings related that cloud kitchen owners utilized the importance of digital platforms, operational efficiency, customer-centric efforts, a strong social media presence, advanced ordering systems, and food safety adherence to generate sales and become successful in their business operation despite the absence of their physical stores. This study offers valuable insights for academics, policymakers, and business owners to enhance operational plans and market sustainability.

Keywords: *business success, cloud kitchens, entrepreneurial engagement, and food businesses*

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Researchers

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INTRODUCTION

Rationale of the Study

The cloud kitchen represents the latest innovation in the food delivery industry. A cloud kitchen is primarily a kitchen that receives online orders exclusively through digital ordering systems and operates solely for takeaways. These kitchens do not provide any dine-in facilities. As they rely solely on online orders, they are referred to as "cloud kitchens." Additionally, cloud kitchens are also known as "dark kitchens" (Mukt Shabd, 2020).

In recent years, cloud kitchens or virtual restaurants have emerged as rented areas dedicated to preparing food specifically for online ordering and delivery. Cloud kitchens differ from traditional restaurants in several ways. Cloud kitchens do not have a physical location for dine-in or takeout and can operate out of a single kitchen or a shared, rented space that accommodates multiple food brands. Furthermore, cloud kitchen businesses do not require wait staff or front-of-house staff and instead rely on chefs and order packers. Typically, cloud kitchens are technology-driven facilities that focus on delivery, often partnering with third-party delivery services to receive online orders. It is also known as a dark kitchen, as it serves food to customers exclusively through delivery, meaning that these restaurants do not have any dine-in areas (Ali et al., 2020; Choudhary, 2019).

The business concept of cloud kitchens is solely based on delivery and lacks a physical storefront. The growth of cloud kitchens has played a significant role in the expansion of the food industry as a whole. These kitchens derive their name from the ability of customers to place orders online through food aggregator applications or restaurant apps, earning them the nicknames "ghost kitchens" and "virtual kitchens" (Volpe, 2020). In response to the increasing demand for meal delivery services, cloud kitchens have emerged as a viable alternative to traditional restaurant operations. The COVID-19 pandemic in 2020 had a severe impact on the F&B industry, leading to the closure of many restaurants and other hospitality businesses due to lockdown measures (Latip et al., 2021). This unprecedented

situation accelerated the popularity of cloud kitchens, providing a much-needed solution to the industry's challenges. As a result, restaurants have transformed into cloud kitchens to stay relevant and adapt to new business models. This has allowed them to identify new revenue streams and reach a wider customer base through online ordering and delivery platforms.

Additionally, cloud kitchens offer cost-effective solutions for aspiring chefs and entrepreneurs to enter the food industry without the high overhead costs of a traditional brick-and-mortar restaurant. Cloud kitchens create new revenue streams and reach a wider customer base through online ordering and delivery platforms. Additionally, cloud kitchens offer cost-effective solutions for aspiring chefs and entrepreneurs looking to enter the food industry without the high overhead costs of a traditional brick-and-mortar restaurant.

The increasing demand for cloud kitchens can be attributed to the restaurant industry's response to the growing desire for off-premises orders and third-party online delivery services. This trend was evident even before the COVID-19 pandemic, as indicated by Rivera (2019). The emergence of cloud kitchens is a direct result of the industry's efforts to meet the rising demand for off-premises orders.

Furthermore, Choudhary (2019) defined cloud kitchens as online-based food aggregators that supply prepared meals for delivery only, with no physical presence for customers to visit. These kitchens operate on a low-cost, demand-based model that relies solely on online food delivery and have been crucial in sustaining businesses during COVID-19 lockdowns in every country and beyond. Many restaurants in Malaysia now provide takeout or delivery services as a result of these new food service trends.

The concept of cloud kitchens is significant in light of the changes in customer behavior caused by COVID-19, particularly among "foodies" and younger people, as noted by Itani and Hollebeek (2021). In this context, a cloud kitchen refers to a commercial cooking area that allows for takeout without dining, often through phone calls and online platforms, as mentioned by Indian Express

(2021) and Outlook (2020). Meanwhile, consumer behavior is influenced by various factors, including perceived benefits and risks, consumer knowledge, word-of-mouth, halal aspects, and trust in product assurance.

The Indian food delivery market is growing rapidly, with cloud kitchens making up the majority of the market share, and its size is expected to reach one billion U.S. dollars by 2023 (FnB News, 2020). During the lockdown, when people were concerned about health and hygiene, cloud kitchens that provided home-cooked meals gained popularity (FnB News, 2020). Major players in the Indian food delivery industry, such as Swiggy and Zomato, have begun offering food delivery services. Other existing businesses, such as Box8, Innerchef, Freshmenu, Kabuliwala, Holachef, and Faasos, also had their own websites and mobile applications for ordering (Lahiri et al., 2024). In fact, Faasos customers revealed that up to three-quarters of their regular patrons had never seen a Faasos outlet. This led them to experiment with a "dark kitchen" model as a delivery-only hub without a storefront or signage in Mumbai and Bengaluru. The model proved to be operationally profitable, with steady sales and lower costs, proving its viability (Lahiri et al., 2024).

The concept of a shared kitchen as a food service was first proposed in the United States in the 1980s. It is a system that embodies the shared economy, focusing on cost reduction and high efficiency by sharing a space equipped with communal kitchen facilities and property ownership. The advantages of shared kitchens include cost reduction for the initial start-up of the food service industry and the provision of efficient production spaces. In the United States, the average initial start-up cost for a restaurant is USD 475,500, whereas the average initial cost for a shared kitchen focusing on takeout and Delivery is USD 150,500. The market size of shared kitchens in the U.S. was USD 519.6 billion in 2020 and is expected to grow at an average rate of 12.4% annually from 2021 to 2028 (Yu Jin Na et al.).

In the Philippines, Ozamiz City presents a unique business environment, with numerous food businesses contributing to the local economy. The city has an overall ranking of 106th out of 149 cities in the Philippines, scoring 28.88, with a

notable score of 33 for local economic growth. Ozamiz City, in the Philippines, is a dynamic market for cloud kitchen food businesses. With its growing population and evolving consumer preferences, the city provides ample opportunities for entrepreneurs to establish successful cloud kitchen food businesses. A strong online presence is essential for cloud kitchen food businesses in Ozamiz City to reach a wider audience and increase their customer base. According to a study conducted by the Philippine Department of Trade and Industry, 75% of consumers in the city prefer to shop online, and this trend is expected to continue in the future (Betonio, 2014).

Thus far, a limited empirical study has been conducted to investigate this game-changing innovation and provide the food service business with insights and advice. Therefore, the purpose of this study was to fill the gap in existing research by employing the prospect concept to help understand the underlying mechanisms that link roots with consumers' behavioral responses towards cloud kitchens. Therefore, previous studies related to cloud kitchens are still limited, which is why there is a gap in this research in the food services industry. However, some consumers do not have sufficient information about cloud kitchens.

The term "cloud kitchen" is unknown among the majority of consumers. A cloud kitchen is a restaurant, food place, or food hawker that offers its customers multiple benefits. These benefits include open online delivery and takeaway to a specified area or outside of their delivery zone, as well as assistance in generating new business and increasing brand awareness. One of the reasons why not many people are familiar with cloud kitchens is that the term "cloud kitchen" is still relatively new. A "cloud kitchen" is a specific kind of restaurant that caters mostly to customers who want their meals to be taken away or delivered. Due to the nature of the business, which is referred to as a "cloud kitchen", the goal of this study is to shed light on the ways in which independent variables influence the same entrepreneurs to continue and spread their cloud kitchen services.

The purpose of the study was to explore the success stories of cloud kitchen food businesses in Ozamiz City through an appreciative inquiry approach. This

involves investigating and highlighting the positive experiences, strategies, and outcomes of cloud kitchen operators in the local food delivery market. The study aims to fill the existing research gap by providing insights into the mechanisms that contribute to the success of cloud kitchens, particularly in the context of Ozamiz City's dynamic food business environment. Additionally, the research sought to understand how various factors, such as consumer preferences, technological advancements, and entrepreneurial initiatives, influence the growth and sustainability of cloud kitchen services in the city. Ultimately, the study aimed to shed light on the opportunities and challenges faced by cloud kitchen operators, providing valuable insights for entrepreneurs, policymakers, and researchers in the food service industry.

Theoretical Framework

This study was anchored on the theory Resource-Based View (RBV) by Barney (1991).

The Resource-Based View emphasizes the role of internal resources and capabilities as sources of sustainable competitive advantage for firms (Barney, 1991). In the context of cloud kitchen food businesses, success may stem from unique combinations of resources, such as brand reputation, product innovation, distribution networks, and customer relationships. Recent studies in the field of strategic management and marketing can provide insights into the latest developments and applications of RBV in the context of cloud kitchen businesses.

Kim and Min (2021) discovered substantial evidence suggesting that concentrating on core competencies, including technological integration, operational efficiency, and brand management, can help cloud kitchens differentiate themselves from traditional dining establishments and other competitors in the food delivery sector. These resources enabled cloud kitchens to optimize operations, decrease costs, and enhance customer satisfaction, thereby achieving a competitive edge in the food delivery market.

Furthermore, Resource-Based View (RBV) emphasizes the significance of intangible assets, such as brand reputation, customer trust, and innovative service offerings, in driving business success. Cloud kitchens that invest in building strong brand identities and maintaining high levels of customer satisfaction tend to outperform competitors. These businesses leverage their ability to swiftly adapt to market trends and consumer preferences through agile business models and robust digital marketing strategies. By focusing on their core competencies and continuously innovating, cloud kitchens created a sustainable competitive advantage that aligns with the principles of RBV, thus ensuring long-term profitability and growth in the rapidly evolving food delivery landscape (Patel & Shah, 2023).

The Resource-Based View (RBV) theory serves as a guiding framework for how cloud kitchen operators in Ozamiz City can leverage their unique resources and capabilities to achieve and sustain competitive advantage. This research aimed to investigate the success stories of local cloud kitchens to identify specific resources, such as technological infrastructure, customer service excellence, and strategic partnerships that contribute to their success. The theoretical implications of RBV in this study lie in its ability to explain the differential performance of cloud kitchens based on their internal resource configurations. By focusing on the unique resource endowments and capabilities of cloud kitchen businesses, this study provided insights into how these enterprises can strategically utilize their assets to enhance performance, drive growth, and sustain their competitive edge in the dynamic food service industry of Ozamiz City. This research also explored how these resources and capabilities influence customer satisfaction, loyalty, and adaptation to changing market dynamics, thus providing theoretical insights into effective strategies for thriving in the local marketplace (Barney, 1991; Teece, 2010; Mittal & Kamakura, 2001).

Conceptual Framework

This study aimed for the operational strategies of cloud kitchens businesses centered on six interrelated themes, each emphasizing critical aspects of their business model in a competitive environment.

Adaptability and Customer-Centric Operations. Cloud kitchen success is largely dependent on customer-centric operations and flexibility, especially at a time when customer tastes are changing quickly. Businesses may increase customer satisfaction and loyalty by putting the requirements of their customers first and customizing goods and services in response to feedback (Kotler & Keller, 2016). Maintaining a strong focus on service quality and personalization becomes essential in cloud kitchens, where client engagement is frequently minimal. According to research, customer retention rates and word-of-mouth referrals are greater for businesses that actively listen to and integrate customer input into their operations (Reichheld & Scheffer, 2000). These companies' flexibility enabled them to address more general issues, like the COVID-19 epidemic, demonstrating their capacity to change course and maintain customers.

Social Media Strategy and Digital Engagement. Effective social media and digital engagement strategies are essential for companies looking to engage with their audience in the digital age. Through targeted content and interactions, social media platforms are essential tools for cloud kitchens to increase brand recognition, cultivate connections, and spur growth (Barker et al., 2013). Businesses may display their products and interact with customers in real time by using social media sites like Facebook, Instagram, and TikTok strategically. In order to convert online involvement into measurable business results, research highlights the significance of using analytics to improve social media tactics according to customer preferences (Tuten & Solomon, 2017). Cloud kitchens may increase client loyalty and expand their reach by keeping a strong online presence.

Operational Efficiency and Resource Management. Cloud kitchens must provide prompt, high-quality service, operational effectiveness, and resource management, which are essential to their success. According to Slack et al. (2010),

minimizing waste and cutting expenses may be achieved by streamlining procedures and making efficient use of resources, including labor, ingredients, and technology. Businesses may greatly increase their efficiency and service consistency by implementing sophisticated kitchen technology and automating procedures (Prajogo & Sohal, 2013). According to Christopher (2016), efficient supply chain management is also essential for preventing delays and guaranteeing the provision of high-quality services. By concentrating on these economies, cloud kitchens can save costs while also increasing customer satisfaction because repeat business is associated with consistent service quality (Davis, 2014).

Being Resourceful and Transcend for Word-of-Mouth Approach to Attain Operational Efficiency. The food service industry had to quickly innovate and adapt to the COVID-19 pandemic, especially cloud kitchens that had to completely switch to contactless and online operations. According to Rogers (2020), companies that adopted digital transformation during this time benefited from the rise in demand for delivery services. In order to maintain strict cleanliness standards, entrepreneurs redesigned their products by introducing personalized meal packages and health-conscious alternatives (Baker et al., 2020). Cloud kitchens were able to grow and thrive because of their agility, which further supports the idea that crisis management skills are critical for long-term success in the food sector (Bartik et al., 2020).

Always Adhere to Customer-Centric Strategies and Utilize Social Media Platforms. Adopting customer-focused tactics is essential for long-term success in the cutthroat food service sector. Strong relationships and increased customer loyalty may be achieved by companies that place a high priority on knowing their target market and tailoring their offerings (Gummesson, 2000). These tactics may greatly raise a brand's exposure and engagement when paired with efficient social media use (Hanna et al., 2011). In addition to facilitating real-time communication, social media platforms offer useful information about customer behavior that may guide company choices (Kaplan & Haenlein, 2010). Businesses may promptly address consumer feedback by keeping lines of communication open through

various channels, which eventually improves customer satisfaction and brand loyalty (Choudhury & Harrigan, 2014).

Being Resourceful and Transcend for Word-of-Mouth Approach to Attain Operational Efficiency. The food sector demands a creative strategy that optimizes available resources without sacrificing service quality in order to achieve operational efficiency. According to research, companies that prioritize process simplification and waste reduction may increase operational effectiveness while producing high-quality goods (Heizer & Render, 2014). Furthermore, word-of-mouth marketing shows itself to be an effective strategy for building consumer bases and encouraging brand advocacy without incurring large advertising expenditures (Berger & Schwartz, 2011). According to Reichheld (2006), when consumers have outstanding experiences, they naturally become brand ambassadors, boosting the credibility and trust that are necessary for sustained success. In a competitive market, companies may build a strong basis for long-term development and operational excellence by coordinating resource management with customer pleasure.

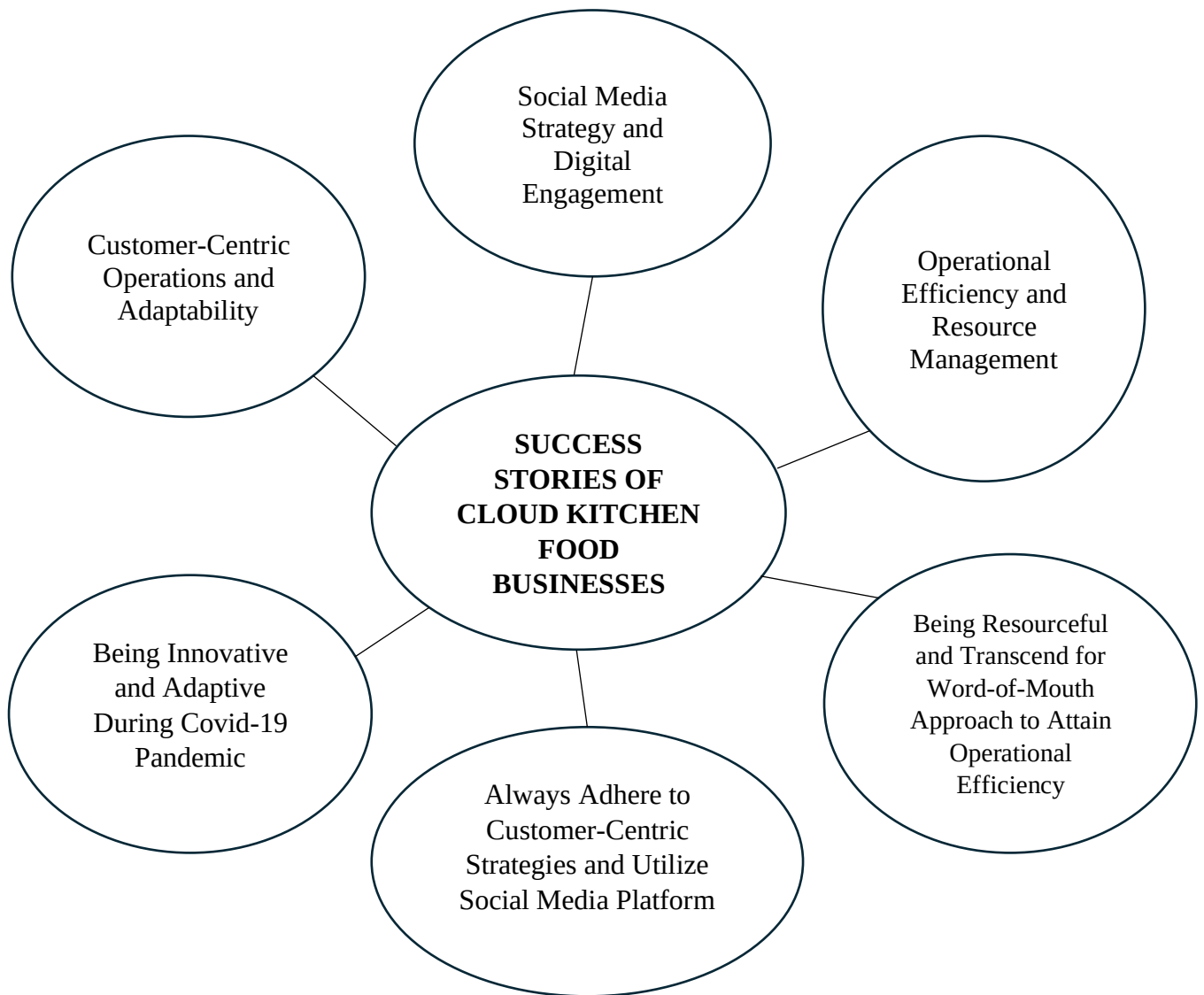


Figure 1: Schematic Diagram of the Study

Statement of the Problem

This study explored the success stories of cloud kitchen food businesses in Ozamiz City an appreciative inquiry. Specifically, it answered the following research questions:

1. What are the key resources and capabilities that contribute to the success of cloud kitchen food businesses in Ozamiz City?
2. What are the success stories of cloud kitchen food businesses in Ozamiz City?

Significance of the study

This study offers valuable insights for academics, policymakers, and business owners to enhance operational plans and market sustainability. The data gathered investigated the tactics of five (5) respondents, all of whom were owners of successful cloud kitchens, through interviews. These strategies included using digital interaction for growth, managing resources efficiently, and adapting to consumer preferences. The results underscored the significance of customer-focused operations, social media interaction, and operational effectiveness as critical success factors in this dynamic food industry. Finally, it focuses in thriving customer satisfaction, leveraging digital engagement, optimizing operations, fostering strong community connections, and building long-term trust and loyalty.

RESEARCH METHODOLOGY

Research Design

The study employed a qualitative research approach, specifically appreciative inquiry (A.I.). Qualitative research design is an approach that aimed to explore and understand the meaning individuals or groups ascribe to social or human problems (Creswell, 2014). Appreciative Inquiry is a problem-solving approach that emphasizes exploring and amplifying an organization's strengths and positive attributes to drive change and improvement (Morgan et al., 2022; Clarke, 2021; Davis, 2019). It is based on understanding the questions the researcher asks, which shape the stories that researchers tell and the actions they take. Therefore, Appreciative Inquiry seeks to ask questions that lead to positive stories and actions. It follows a 4-D cycle of Discovery, Dream, Design, and Destiny (Cooperrider & Srivastva, 2013). This approach can be applied to various organizational contexts, including strategic planning, team building, and leadership development. It serves as an alternative to traditional problem-solving approaches that often focus on identifying and fixing what is wrong rather than building upon what is already working (Browning, 2022; Randall et al., 2022; Barrett, 2021; Dal Corso et al., 2021). Appreciative Inquiry was well-suited as the design of the study since it explored the success stories of cloud kitchen food businesses.

Locale of the Study

This study was conducted in Ozamiz City among selected cloud kitchen food businesses. Ozamiz City is one of the places in Mindanao that has retained its old-world charm. It is a primary exported route for mineral reserves, agricultural products, and forest products from neighboring provinces. Due to its favorable location, Ozamiz City has become an important trading center, promoting economic development and commercial prospects. With its distinguished educational institutions, Ozamiz City is Northern Mindanao's educational capital. A trained workforce and a lively learning environment have benefited from this concentration of educational resources. These institutions' presence and the city's thriving

business community produced an atmosphere that encourages entrepreneurship and the expansion of retail sectors. It accounted for between 40-50 registered food businesses (Philippine Statistics Authority, 2020). These food businesses' presence not only creates job possibilities but also gives entrepreneurs a place to start and expand their companies, enhancing the local economy's vitality.

Participants of the study

The participants in this study comprised five (5) food business owners from Ozamiz City who run cloud kitchen food enterprises. Purposive sampling was utilized to identify potential participants who fulfill specific inclusion criteria and can offer comprehensive and insightful perspectives on the phenomenon being investigated (Creswell & Creswell, 2017). The inclusion criteria included the following: (1) Participants must be proprietors or managers of cloud kitchen establishments situated within Ozamiz City. This criterion guarantees that participants possess firsthand knowledge and experience relevant to the research subject. (2) Participant's businesses should demonstrate a specific level of longevity for at least 2 to 3 years to be profitable and successful in the cloud kitchen industry (Mike, 2022). (3) Participants should have at least Php 5,000.00 initial capital investment in their businesses and anticipate earning a profit margin of around 10% based on industry and economic factors, indicating a level of financial stability and resource availability necessary for sustainable operation and growth (Barr, 2022). (4) Participants must express their willingness to participate in the study, as their active engagement and cooperation are vital for data collection and analysis. However, those participants who did not meet the criteria were not included as participants in the study.

Data Gathering Procedures

The researchers obtained approval from the dean of the College of Business and Management to perform the study before conducting the actual interviews. After receiving approval, the researchers proceeded with the identification of potential participants. All prospective participants were assessed to determine if

they met the inclusion criteria for the study prior to the interviews. The researchers prioritized the participants' agreement and voluntariness, ensuring that they were informed of their rights and had the freedom to withdraw their participation at any time without incurring any fees.

Once the informed consent forms were signed, the researchers scheduled a focus group discussion. Before the actual discussion took place, the researchers defined the purpose and objectives of the focus group and identified the specific information or insights gained from the discussion. A list of open-ended questions prepared, allowing for spontaneous conversation while ensuring that all key topics were covered. A suitable location and schedule for the session was chosen, considering comfort and privacy.

At the beginning of the focus group, the researchers introduced themselves and explained the purpose of the discussion, as well as the guidelines for the session. The discussion guide followed, encouraging participants to share their thoughts and ideas. The researchers took down notes throughout the discussion and observed and recorded the participant's behavior in their journals. A voice recorder was used to enable the researcher to listen back to the focus group events. The discussion typically lasted for approximately one hour, depending on the flow of the conversation. All the conversations were transcribed and analyzed to formulate themes.

Validity and Reliability of the Instrument

Guide questions were used for the interview to obtain information from the participants. The questions were translated into the local language to facilitate greater comprehension and intercommunication among all participants. The interview consisted of an introduction as well as a set of opening, core, and closing questions. Open-ended questions and narrative response formats were used to elicit more detailed narratives from the participants during the in-depth interview. During the in-depth interview, the researchers recorded the necessary information using digital recording equipment. This method ensured that the interview process was

accurately and completely recorded. Subsequently, the recorded data were transcribed and analyzed to identify any themes that emerged from the participant's responses.

Ethical Considerations

In this qualitative research, certain measures were addressed to specify issues and concerns that could arise from the methodology of the study. The following ethical considerations from Bell & Bugsman (2007) were strictly observed and followed but were not limited to:

Voluntary Participation. Participants in qualitative research were required to give their informed consent to participate. This means that they have to understand the nature of the study, the procedures involved, and the risks and benefits of participating before they agree to take part. The researchers also ensured that participants knew that they could withdraw from the study at any time without penalty or loss of benefits. Their refusal to participate did not involve any penalty, and their signed consent waived any legal claims, rights, or remedies from the study. The researchers also conducted debriefings with the participants at the end of the study to ensure their understanding of the nature of the study, the results, and any implications for them.

Confidentiality and Anonymity. The researchers ensured that the data collected remained confidential and that participants were not identified in any reports or publications unless they explicitly consented to be identified.

Respect for Participants. The researchers treated participants with respect and avoided exploiting them in any way. Intrusive or embarrassing questions were avoided, and measures were taken to ensure that participants were not placed at risk of physical or emotional harm. The interview guide was formulated and validated by experts, preventing high-risk situations that participants may experience in physical, psychological, and socioeconomic concerns.

Plagiarism. The manuscript underwent rigorous checking by the university and was subjected to plagiarism detection software. Proper citation and referencing

were used to credit the authors and prevent any issues of plagiarism. The research manuscript underwent editing to ensure that there were no traces or evidence of misrepresentation of someone else's work.

Fabrication. This study had no traces or evidence of intentional misrepresentations of what had been done. There was no making up of data and results or purposefully presenting inaccurate conclusions. Furthermore, the existing literature and information included in this study were consistent.

Falsification. Through proper citation of authors and rigorous checking by the university, this study had no traces of intentional duplications or misrepresentations of others' works. There was no evidence of over-claiming or exaggerations.

Conflict of Interest (COI). The study had no trace of a conflict of interest. There were no conditions in which a professional judgment concerning the primary interest, such as participants' welfare or the validity of the research, was influenced by a secondary interest, such as financial or academic gains or recognition.

Authorship. The researchers, who were candidates for Bachelor of Science in Business Administration, collected the data, interpreted the results, and wrote the research manuscript. The study underwent a series of revisions and editing based on the recommendations of the advisor, panels, and others, which were necessary for the improvement of the study. The researchers are aware that, as a requirement of the university, this study will be published in an international peer-reviewed journal.

Data Analysis

In analyzing the data that gathered from the interview, this study utilized the 4D model by Cooperrider (2005): discover, dream, design, and destiny.

Steps in the 4D model:

Discover. This phase focused on searching for and identifying what gave the organization life. Past successes were discussed and explored, and in each

instance, the goal was to hone in on what had enabled them (Browning, 2022; Fileborn et al., 2020; Schmied et al., 2019).

Dream. The Dream phase is all about imagining potential positive futures for the organization. Because a wide range of participants had ideally been engaged in the A.I. process, these represented multiple perspectives, opinions, and understandings. The unconditional positive questions that were developed ideally unlocked creative, constructive visions and possibilities. Through positive language and imagery, participants co-created futures and positive outcomes (Browning, 2022; Fileborn et al., 2020; Ogude et al., 2019).

Design. Co-creation continued through this phase, but the focus shifted to debating and discussing the possibilities that had already been generated. The goal is to reach a shared vision or value that the team or participants were seen as having real, positive potential. Individual aspirations thus became shared in what was ideally an inclusive, safe, and supportive environment where everybody was heard (Browning, 2022; Burns et al., 2020; Fileborn et al., 2020).

Destiny. The goal of this final phase (formerly called delivery) is to construct futures "through innovation and action" (Ludema et al., 2006, p. 158). The vision, system, or structures that were designed were committed to, and possible means of achieving them were further refined through individual commitment. It is worth mentioning that the Destiny phase of the 4D model needs to be more strictly defined in terms of how it should proceed. Individual practitioners and theorists, as Kessler argued, varied in their encouragement of structure or improvisation around this phase (Browning, 2022; Burns et al., 2020; Kessler, 2013).

RESULT AND DISCUSSION

The operational strategies of cloud kitchen businesses center on six interrelated themes emphasizing critical aspects of the business model in a competitive environment.

Theme 1: Customer-Centric Operations and Adaptability

Customer-centric operations and adaptability refer to a business's ability to prioritize customer needs by tailoring its products and services based on feedback while swiftly adjusting operations in response to evolving market demands. In cloud kitchens, where customer interaction is minimal, focusing on customer satisfaction through efficient service, personalized offerings, and constant improvement becomes crucial. Successful businesses actively listen to customer feedback, modify their offerings accordingly, and ensure consistency in service quality. Adaptability is also essential for dealing with broader challenges, such as those posed by external market changes like the COVID-19 pandemic. By maintaining a flexible, customer-first approach, cloud kitchens can enhance customer loyalty, attract new customers, and thrive in competitive markets, demonstrating that the heart of their operation is consistently aligned with customer satisfaction. Below are some of the participants' responses:

"For a business to leverage its growth over time, it is important to be sensitive to the needs of the customers, which would allow the business to continually improve and grasp their needs, which will make them pleased and satisfied. To justify this means, I become more adaptive to what they prioritized and adjust whenever possible, especially the budget that they have". P1

"In my own end, I can say that "What makes our business unique is that it is truly trusted by our clients. This relatively means that we solicit feedback from them and regularly interact with customers, responding to both positive and negative feedback, and maintaining an open, honest communication channel supports the customer-centric theme." P3

"The key to success is understanding the target audience, especially their needs and preferences. In my end, I prioritize understanding the target audience in new areas since the bottom line of having a business is to meet their needs and satisfy their wants and expectations. In this aspect, the

business continues to be adaptive and flexible to ensure sustainable growth." P4

The findings from the participants emphasize the importance of customer-centric operations and adaptability in achieving sustainable business growth. Participant 1 emphasized the necessity of being sensitive to customer needs, particularly in terms of pricing, and continuously adjusting to align with customer priorities. This adaptive approach not only pleases customers but also ensures their long-term satisfaction by providing personalized services that meet their budgetary constraints. This demonstrates a clear focus on maintaining flexibility in operations to foster customer loyalty and business improvement over time.

Participant 3 reinforced this by taking a proactive approach for the trustworthiness of their business, which stems from regular engagement with customers and an open feedback communication. It is imperative to address both positive and negative feedback and fostering honest communication to build and maintain strong relationships. This customer-centric approach is crucial in establishing reliability, transparency, and responsiveness, which are key drivers of repeat business and long-term success.

Meanwhile, Participant 4 further supports this by stressing the need to understand the target audience's preferences and needs in different areas. They prioritize being adaptable and flexible to meet these evolving demands, which helps their business grow sustainably. The ability to tailor offerings based on customer insights enables businesses to remain competitive and relevant in changing markets. Whether it is through adjusting to customer budgets, maintaining transparent communication, or staying attuned to evolving preferences, businesses that prioritize the customer experience are more likely to achieve sustained growth and satisfaction.

The findings of the study are best supported by pieces of literature. Ideally, customer-centric operations and adaptability are recognized as essential for long-term business success (Masood et al., 2021). The focus on understanding customer needs and preferences, along with continuous engagement, allows businesses to

align their strategies with customer expectations (Bennett, 2024). This approach fosters customer satisfaction, as personalized services and flexible pricing models accommodate individual needs, especially in price-sensitive markets (Čavlin et al., 2024). Businesses that prioritize responsiveness and adaptability are better positioned to build loyalty and achieve sustainable growth, emphasizing the critical role of customer-centricity in evolving markets (Hotha, 2023).

In addition to adaptability, building trust through consistent engagement and open feedback mechanisms is vital for fostering strong customer relationships (Hollebeek & Macky, 2019). Regular interaction, coupled with honest communication, enhances trust and reliability, leading to repeat business and positive customer retention. Moreover, understanding and adapting to changing customer preferences ensures businesses stay competitive (Paschina, 2023). By continually adjusting their offerings based on customer insights, businesses can maintain relevance and foster growth in dynamic environments. The combination of customer-centricity, transparency, and flexibility remains key to ensuring sustained business success (Rane et al., 2023).

One theory that supports this study is the Resource Based View Theory. It asserts the significance of intangible assets, such as brand reputation, customer trust, and innovative service offerings, in driving business success. Cloud kitchens that invest in building strong brand identities and maintaining high levels of customer satisfaction tend to outperform competitors. These businesses leverage their ability to swiftly adapt to market trends and consumer preferences through agile business models and robust digital marketing strategies. By focusing on their core competencies and continuously innovating, cloud kitchens create a sustainable competitive advantage that aligns with the principles of RBV, thus ensuring long-term profitability and growth in the rapidly evolving food delivery landscape (Patel & Shah, 2023).

Thus, it can be inferred that cloud kitchen operators always navigate the success of their businesses by becoming more adept in adhering to the importance of customer-centric operations and adaptability in achieving sustainable business

growth. Conclusively, they prioritize becoming sensitive to customer needs, fostering transparent communication, and cultivating long-term satisfaction, trust, and loyalty. Nevertheless, the insights reveal that continuous engagement with customers and the ability to adapt to their evolving preferences are essential for staying competitive and relevant in dynamic markets. The implications for businesses are clear: those who prioritize flexibility, responsiveness, and customer-focused strategies are more likely to experience sustained success, repeat business, and growth.

Theme 2: Digital Engagement and Social Media Strategy

Digital Engagement and Social Media Strategy is the strategic approach to effectively utilizing digital platforms to connect with customers, build brand awareness, and drive business growth through targeted content and interaction. In today's digital landscape, businesses rely on social media not only for marketing but also for fostering relationships with customers through regular updates, promotions, and interactive content. For cloud kitchens, which operate largely online, having a strong social media presence is essential for visibility and customer engagement.

With the strategic use of social media platforms like Facebook, Instagram, and TikTok, businesses can showcase their offerings, respond to customer inquiries, and generate buzz through promotions, contests, or influencer partnerships. Effective digital engagement also involves using analytics to track performance and refine strategies to meet customer preferences, ensuring that online efforts translate into tangible growth in customer loyalty and sales. In essence, a well-executed social media strategy allows businesses to stay relevant, reach wider audiences, and create meaningful connections with their customers in a fast-paced, digital-driven market. Below are some of the participants' responses:

"In my own end, it is very important to utilize the modernized technology and other relevant applications, which basically integrate Instagram and Facebook Platforms. To make this a pivotal sense, I ensure that I will boost the visibility of my cloud kitchen, A&A's Food Corner, through consistent posts showcasing the menu and offers; I intend not only to attract new customers but also to build a loyal community. Feedback shared publicly on

social media further strengthens customer trust and streamlines the ordering process." P1

"The importance of consistency in posting and maintaining online interactions for the silog business has always been my top priority. Despite the challenges of not meeting customers face-to-face, I always ensure quality service through prompt online communication and adherence to delivery times, underscoring how digital presence helps manage customer relationships." P2

"The vast reach of online platforms, particularly Facebook, helped in expanding my catering business. Social media allows me to operate without the need for a physical store, enabling me to build trust with customers through authentic and frequent online engagement. In this aspect, I leverage social media trends by updating my offerings posted on social media to stay competitive." P3

The findings reveal that Participant 1 (P1) emphasized the pivotal role of consistent posts on platforms like Instagram and Facebook to increase the visibility of his cloud kitchen, A&A's Food Corner. By showcasing the menu, ongoing offers, and client feedback, P1 effectively uses these platforms not only to draw in new customers but also to build a loyal community. The consistent digital presence reinforces brand trust and boosts engagement by allowing customers to interact and provide feedback publicly. This strategy is crucial for streamlining the ordering process, making it convenient for customers, and driving brand loyalty.

Meanwhile, Participant 2 (P2) echoed the importance of consistency but also highlighted the challenges that come with operating entirely online, particularly the absence of face-to-face customer interaction. Despite this, P2 remains focused on delivering prompt and high-quality service through timely communication and adherence to delivery schedules. This consistent interaction helps mitigate the limitations of an online-only presence, proving that maintaining a steady online presence is essential for customer trust and satisfaction.

In a similar vein, Participant 3 (P3) asserted the value of frequent and authentic online interactions through social media. P3 leveraged Facebook to build trust with a broader audience beyond personal acquaintances, which is a significant advantage of operating online. The ability to engage with customers without the

need for a physical store not only saves on operational costs but also expands the reach of the business to a larger and more diverse clientele.

All three participants expressed that social media has provided their businesses with a platform to expand their reach without the need for physical storefronts. P3 specifically mentioned how platforms like Facebook enable her catering business to operate without a physical store, allowing the business to thrive in a competitive market where others might be limited by the overhead costs of a physical location. P1 also noted that their success, particularly during the pandemic, was partly driven by the ability to use social media as a low-cost, high-reach tool to drive customer engagement and attract new clients. This digital approach has proven critical in adapting to changing market conditions, such as the increased demand for delivery and contactless service during the pandemic.

Social media has proven to be a critical tool for businesses to maintain a competitive edge, build customer trust, and foster growth. P3 emphasized the importance of staying relevant by incorporating trending food items into their offerings, which not only keeps the business competitive but also demonstrates responsiveness to customer demands and market shifts. Meanwhile, P2 highlighted the challenges of online communication, noting that while it may be less personal than face-to-face interactions, prompt responses and maintaining a positive tone are essential for building trust, especially in text-based communications. Both participants recognized the value of customer feedback, especially when shared publicly on social media.

The findings of the study corroborate with some pieces of literature, signifying that the utilization of social media platforms has become an essential strategy for businesses looking to expand their reach, build customer loyalty, and remain competitive in the digital landscape (Khanom, 2023). Consistency in posting and maintaining a strong online presence are crucial elements in this process, allowing businesses to showcase their products, highlight promotions, and foster direct interactions with their audience (Susiang et al., 2023). These platforms, such as Instagram and Facebook, offer unique opportunities to not only attract new

customers but also to nurture an engaged and loyal community (Connolly, 2020). Businesses can effectively use social media to present their offerings, share customer feedback, and engage with their audience in real-time, which strengthens customer trust and supports brand development (Khrais & Gabbori, 2023). Moreover, the visibility provided by frequent posts helps businesses remain top-of-mind for consumers and drives ongoing engagement, enhancing the likelihood of repeat business and word-of-mouth promotion (Lupo & Stroman, 2020).

In the online realm, even without face-to-face interaction, businesses can maintain high-quality service by ensuring prompt responses to customer inquiries and adhering to delivery schedules (Venkatakrisnan et al., 2023). The ability to respond quickly to queries and provide updates in a timely manner helps mitigate the challenges of not having physical interactions with customers (Anika et al., 2023). This is particularly important in establishing and maintaining trust, as customers rely on online communication to manage their expectations and resolve any issues efficiently (Hinson et al., 2024). The importance of maintaining a positive tone and consistency in interactions through text-based communication cannot be overstated, as these elements contribute significantly to overall customer satisfaction and loyalty (Robertson et al., 2021).

Social media also offers businesses the advantage of operating without the overhead costs associated with physical storefronts (Mkansi & Nsakanda, 2021). This not only reduces operational expenses but also allows for a broader reach, enabling businesses to expand their customer base beyond their immediate geographical location (Rosenbaum et al., 2021). The ability to engage with customers online allows businesses to connect with a larger and more diverse audience, opening new opportunities for growth and increased visibility (Son & Niehm, 2021). By leveraging the power of social media to stay relevant and respond to market trends, businesses can remain competitive in an evolving landscape where consumer behavior and preferences are continuously shifting (Mahmoud & El-Masry, 2023).

Furthermore, customer feedback plays a critical role in driving business improvements (Hinson et al., 2024). Public feedback shared on social media serves as both a form of validation and an opportunity for businesses to refine their offerings (Anika et al., 2023). Negative feedback, when addressed properly, can be a valuable tool for growth, as it enables businesses to identify areas for improvement and respond to customer concerns transparently (Khrais & Gabbori, 2023). Positive feedback, on the other hand, boosts credibility and helps attract new customers, as potential clients often rely on the experiences of others when making purchasing decisions. By actively engaging with feedback and demonstrating a willingness to adapt, businesses can strengthen customer loyalty and improve their reputation in the marketplace (Khanom, 2023).

Thus, it can be inferred that cloud kitchen business owners utilize social media effectively as it helps enhance business operations, especially for small and online-based businesses. It is imperative to be consistent and engage authentically through platforms like Instagram and Facebook, which help businesses expand their reach beyond physical limitations. By showcasing products, responding to customer feedback, and maintaining timely communication, businesses can attract new customers and adapt to market shifts, even in challenging times such as the pandemic. Nevertheless, businesses of all sizes can leverage social media to foster customer engagement, streamline operations, and stay competitive in an increasingly digital market. The low-cost, high-reach nature of social media marketing makes it an invaluable tool, and businesses may develop cohesive digital strategies to remain relevant and achieve sustainable growth in today's rapidly evolving landscape.

Theme 3: Operational Efficiency and Resource Management

Operational Efficiency and Resource Management involves optimizing processes and effectively utilizing resources—such as labor, ingredients, and technology—to minimize waste, reduce costs, and maximize output. In cloud kitchen businesses, where efficiency is crucial to maintaining profitability, streamlined operations ensure that orders are prepared and delivered quickly

without compromising quality. Ideally, businesses optimize the utilization of advanced kitchen technology, automating processes where possible and implementing effective supply chain management to avoid delays and shortages. Resource management extends to managing staff schedules, inventory, and energy use, ensuring that each aspect of the business is operating at its best capacity. By focusing on operational efficiency, cloud kitchens can reduce operational costs, increase productivity, and deliver consistent service, ultimately leading to higher customer satisfaction. The ability to efficiently manage resources while maintaining flexibility to adjust to fluctuating demand is key to sustaining long-term success in a competitive and fast-paced market. Below are some of the participants' responses:

"I've emphasized maintaining efficiency by running the business as a delivery-only service. This has allowed me to streamline operations and focus on providing high-quality food without needing face-to-face interactions. To ensure accuracy, I implemented proper documentation of paid orders and reinforced my staff's scheduling to improve overall performance." P1

"I have implemented a "first come, first served" delivery policy in her business, ensuring fairness and consistency despite the challenges of operating solely online." P2

"In my business, I usually track purchases, adjust prices based on costs, and organize orders, which have been keys to ensuring smooth business operations without the need for a physical store." P3

"I ensure a focus on efficiently coordinating with delivery partners and processing orders quickly, which has helped maintain strong customer relationships." P4

Participants across the study emphasized the importance of operational efficiency as a core strategy for success in their respective businesses. Participant 1, for instance, implemented a delivery-only model that eliminated the need for physical storefront interactions. By doing so, the business was able to streamline operations and focus on delivering high-quality food products. This strategic decision also allowed the participant to prioritize accuracy and efficiency in areas such as documenting paid orders and managing staff schedules. These measures resulted in better performance, as reducing in-person operations freed up resources

and attention for optimizing back-end processes. This highlights that eliminating certain operational complexities can improve overall service quality and business outcomes.

In the same vein, Participant 2 emphasized the value of fairness and consistency in an online business environment by implementing a "first come, first served" policy. This approach ensured that customer orders were processed equitably despite the inherent challenges of solely online operations. The fairness of this system not only promotes transparency but also cultivates customer trust and satisfaction, which are critical for retention in competitive markets. This participant's response indicates that structured policies can help mitigate the uncertainties and logistical complexities of managing an online-only service, ensuring that customer experience remains consistent despite potential external challenges.

Similarly, both Participant 3 and Participant 4 focused on key operational practices to drive business success. Participant 3 emphasized tracking purchases, adjusting prices based on costs, and organizing orders—all of which are vital for maintaining smooth operations without the presence of a physical store. This suggests that the ability to closely monitor and adjust financial and logistical aspects plays a critical role in sustaining business performance. Meanwhile, Participant 4 highlighted the importance of coordinating efficiently with delivery partners and processing orders quickly, which directly contributes to customer satisfaction. This indicates that fostering strong relationships with delivery partners and ensuring swift order processing can not only help maintain a smooth operation but also strengthen customer relationships, which is crucial for business growth. These findings suggest that adaptability and strong logistical management are essential in optimizing online business models.

The findings of the study corroborate with different pieces of literature, signifying that operational efficiency plays a critical role in the success of businesses, particularly in environments where minimizing complexity can lead to more focused resource allocation and enhanced performance (Slack et al., 2022).

Delivery-only models, for instance, have been shown to streamline business operations by reducing the overhead costs associated with maintaining a physical storefront (Kumar et al., 2023). This allows businesses to allocate more resources toward improving other key processes, such as order management and staff scheduling (Bai & Sarkis, 2022). Through face-to-face interaction elimination, businesses can shift their focus to optimizing back-end operations, leading to improvements in service accuracy and performance (Tan & Ramesh, 2022). The importance of process automation and documentation in this context cannot be understated, as it ensures that orders are tracked and managed efficiently, contributing to overall operational smoothness (Garcia et al., 2022).

Fairness and consistency in online business environments are vital components for maintaining customer trust and loyalty (Brown & Smith, 2024). Implementing structured policies, such as "first come, first served" systems, helps to manage customer expectations and ensures that orders are processed equitably (Lee et al., 2023). In a competitive digital marketplace, transparency in order fulfillment can mitigate the uncertainties associated with online-only interactions (Smith & Smith, 2022). Establishing clear rules for order prioritization promotes a fair customer experience, which can increase satisfaction and, ultimately, retention (Harrison & Van Hoek, 2023). The online environment presents unique challenges—particularly when customer interactions are entirely virtual—making it essential for businesses to implement clear and consistent operational policies (Nguyen & Chang, 2023).

Efficient coordination with delivery partners and real-time order processing are also critical in sustaining successful online business models (Chen et al., 2022). Managing inventory, adjusting pricing, and tracking purchases are essential elements in ensuring smooth business operations, especially for those without physical stores (Voss et al., 2023). Real-time data tracking and agile logistics help businesses respond quickly to market changes and customer demands, ensuring a seamless operation (Katz & Berman, 2023). Strong relationships with delivery partners enhance these capabilities, providing a reliable service that fosters

customer satisfaction (Henderson et al., 2023). Logistical efficiency not only improves business operations but also builds stronger customer relationships, which are key to long-term growth and success in online markets (Meyer et al., 2024).

Thus, it can be inferred that operational efficiency plays a crucial role in the success of online businesses (Kumar et al., 2023). Strategies such as adopting a delivery-only model, implementing fair order-processing policies, and maintaining strong logistical management were highlighted as key factors for optimizing operations and enhancing customer satisfaction (Slack et al., 2022). These approaches enable businesses to streamline their processes, ensure transparency, and improve relationships with both customers and delivery partners (Bai & Sarkis, 2022). Moreover, continuous monitoring of financial and operational aspects, such as tracking purchases and adjusting prices, is essential for staying competitive in the market (Voss et al., 2023). Nevertheless, adaptability, efficient process management, and clear customer-focused policies are pivotal for sustaining and growing online ventures in a dynamic business environment (Meyer et al., 2024).

Theme 4: Being Innovative and Adaptive During Covid-19 Pandemic

The COVID-19 pandemic dramatically transformed business landscapes, particularly in the food and hospitality sector, where restrictions on in-person dining and heightened safety concerns forced businesses to innovate and adapt rapidly. Cloud kitchen businesses, already gaining momentum before the pandemic, became a flexible and cost-effective solution as they shifted entirely online and contactless operations to meet the rising demand for delivery services. Entrepreneurs leveraged digital platforms like Facebook, Instagram, and delivery apps to engage customers, promote services, and implement contactless ordering systems.

Many also reimagined their business models, offering customized meal packages, health-conscious options, and new pricing schemes, while maintaining strict hygiene protocols to reassure customers of their safety. This adaptability allowed cloud kitchens not only to survive but also to expand, showcasing the importance of agility and innovation in times of crisis. Ultimately, the pandemic

underscored how quickly businesses that embraced digital transformation and focused on customer needs could thrive, setting a new standard for the food industry in a post-pandemic world. Below are some of the participants' responses:

*"I started a cloud kitchen during the pandemic to offer delectable, premium meals for occasions like birthdays and weddings. We use Facebook and Instagram to promote our contactless service and consumer convenience. Our success has been driven by word-of-mouth recommendations and customer feedback. We have grown to a real business in spite of early difficulties like delayed orders."*P1

"To be able to sustain ourselves throughout the pandemic, we launched a unique silog business. We guarantee quality via consistency, and our distinctive silog has a trademark sauce. We have a fair "first come, first served" approach and social media is essential for promotion. Our revenues were impacted by issues like heightened competition during the pandemic, but we intend to expand with a physical store." P2

"During the pandemic, my partner and I started A&Z Catering, which provided individualized meal plans. Our priorities include upholding trust, providing precisely what we advertise online, and expanding our consumer base through social media. Positive and negative feedback both aid in our improvement. In the future, we hope to expand from an internet company to a real store." P3

*"When I saw that Ozamiz lacked tacos, I founded Tacoville. We interact directly with clients on social media and rely heavily on it for promotion. Our distinctive product let us stand out at our opening, even though we had to contend with competition and sporadic criticism over seasoning. We are impacted by weather issues, but we are still dedicated to development and quality."*P4

*"Belle's Catering Services began with my love for cooking, and the pandemic opened doors for me to cater large events like weddings and birthdays. What sets us apart is our attention to detail, teamwork, and maintaining quality service no matter the challenges. We don't rely heavily on social media because word-of-mouth recommendations have been our strongest asset. Handling large orders for important events like those of Mayor Oaminal showed me the importance of organization and quality. We're excited to continue expanding through our excellent reputation, ensuring every event is a memorable success."*P5

The findings reveal that Participant 1 (P1) emphasized the pivotal role of consistent posts on platforms sites like Facebook and Instagram to increase the

visibility of the A&A's Food Corner. By showcasing the menu, special deals, and customer reviews, P1 effectively uses platforms not only to attract new customers but also to build credibility and loyalty. Sustaining customer satisfaction and propelling the company's expansion depend on this approach. Word-of-mouth referrals and well-attended big events like catering a significant government function are also credited by P1.

Meanwhile, Participant 2 (P2) emphasized how starting a distinctive silog business enabled them to survive the pandemic. Their distinctive sauce is what makes their silog stand out from the competition. P2 used a "first come, first served" distribution strategy to guarantee equity and underlined the need of consistency in social media presence and product quality. As the epidemic subsided, competition increased, but P2 stayed committed to providing quality. Increased competition presented difficulties for their company, but they want to expand by opening a physical location, proving their adaptability and tenacity in a cutthroat industry.

In addition, the Participant 3 (P3) responded about how A&Z Catering offers individualized meal plans, increased its clientele by utilizing authenticity and trust. P3 established a solid rapport with consumers by making sure that what is displayed online corresponds with what they receive. They emphasized how important trust is, especially at a period when internet food frauds were common. P3 also emphasized the need of both positive and negative feedback in enhancing their products. In the future, P3 intends to go from an online platform to a physical store while keeping up their use of social media to interact and develop their clientele.

In this vein, Participant 4 (P4) described how they started Tacoville, a Mexican restaurant in a mostly Filipino community, after spotting a market need. By using social media as their main marketing tool, P4 was able to showcase their distinctive products and services and grow their clientele. Despite obstacles including complaints over seasoning and competition from companies that frequently run sales, P4 stayed dedicated to quality and expansion. They run a stall with perishable goods, therefore weather conditions were mentioned as additional

difficulty, especially during wet seasons. Tacoville has managed to stay competitive, nevertheless, because to its dedication to the industry and emphasis on producing a distinctive product.

According to Participant 5 (P5), Belle's Catering Services was founded on a love of cooking, which enabled them to provide catering for sizable gatherings throughout the epidemic. To guarantee seamless operations at major events, P5's company prioritized teamwork, excellent service, and attention to detail. P5 was far more dependent on word-of-mouth referrals than on social media for growth than the other participants. They built their name by drawing well-known customers like Mayor Oaminal with their excellent cuisine and service. P5 also pointed out that managing perishable food may be difficult, especially for big gatherings, but that preparation and organization have been essential to their success.

All the participants acknowledged the value of social media in extending their company's reach, especially during the epidemic when traditional shopfronts were impractical. P1 and P3 highlighted how social media sites like Facebook helped their businesses grow without the expense of a physical store, while P2 and P4 recognised the flexibility and durability that social media presence has given them. Through constant interaction, client feedback, and reaction to market demands, social media has consistently shown itself to be an essential instrument for preserving a competitive advantage, gaining the trust of customers, and promoting corporate success.

The findings of the study corroborate with different pieces of literature signifying the creativity and adaptation in the success of cloud kitchen food enterprises during the COVID-19 pandemic. These enterprises, which quickly adapted to digital platforms and contactless operations, relied on social media and delivery applications to retain visibility and reach. Customer-centric operations and agility are ideal for long-term business performance (Masood et al., 2021).

Businesses should connect their strategy with consumer expectations by focusing on ongoing involvement and understanding client wants and preferences (Bennett, 2024). According to Čavlin et al. (2024), this strategy promotes customer

satisfaction by accommodating individual demands through flexible pricing models and personalized services, particularly in price-sensitive sectors. Companies that put an emphasis on responsiveness and flexibility are better positioned to foster customer loyalty and accomplish long-term success, highlighting the vital role that customer-centricity plays in dynamic marketplaces (Hotha, 2023).

Strong customer connections need not just flexibility but also the development of trust by regular interaction and transparent feedback channels (Hollebeek & Macky, 2019). Honest communication combined with regular engagement builds trust and dependability, which promotes repeat business and good client retention. Additionally, firms can maintain their competitiveness by comprehending and adjusting to shifting consumer demands (Paschina, 2023). Businesses may stay relevant and promote development in changing contexts by continuously modifying their offers in response to client input. Customer-centricity, openness, and adaptability continue to be essential for long-term company performance (Rane et al., 2023).

The Resource-Based View (RBV) Theory is one theoretical framework that lends credence to these findings. RBV highlights how crucial intangible assets are to a company's success, including customer trust, brand reputation, and creative service offers. Cloud kitchens that put money into creating distinctive brand identities and upholding high standards of client satisfaction typically beat rivals. These companies use flexible business structures and strong digital marketing strategies to capitalize on their capacity to quickly adjust to customer preferences and market developments. Cloud kitchens provide long-term profitability and development in the quickly changing food delivery industry by concentrating on their core skills and consistently innovating, which gives them a lasting competitive advantage that is in line with RBV principles (Patel & Shah, 2023).

Thus, a dedication to customer-centric operations and flexibility have been key factors in cloud kitchens' success during the pandemic. According to the findings, these companies place a high priority on comprehending the requirements of their clients, encouraging open communication, and developing enduring client

loyalty, trust, and satisfaction. Remaining competitive and relevant in ever-changing marketplaces requires constant consumer interaction and the capacity to adjust to their changing tastes. Adaptability, reactivity, and customer-focused tactics increase a company's chances of long-term success, repeat business, and expansion.

Theme 5: Always Adhere to Customer-Centric Strategies and Utilize Social Media Platform

In today's competitive business landscape, particularly within the food service industry, implementing customer-centric strategies is vital for achieving long-term success. Businesses that prioritize customer needs and preferences are better positioned to build strong relationships, foster loyalty, and promote sustained growth. These strategies involve understanding the target audience, personalizing services, and maintaining high levels of customer engagement to ensure satisfaction. When integrated with social media platforms such as Facebook, Instagram, and TikTok, these strategies become even more powerful. Social media offers businesses the ability to reach a wider audience, engage in real-time conversations with customers, showcase products visually, and provide updates on promotions or new offerings. This real-time interaction strengthens relationships, fosters a sense of community, and allows businesses to respond quickly to customer feedback. Additionally, social media platforms provide valuable data on consumer behavior, helping businesses adjust their strategies, introduce new products, or refine existing services based on customer preferences. Maintaining open communication through these platforms is essential to address concerns, ensure a seamless customer experience, and showcase brand values such as sustainability or quality. Ultimately, by combining customer-centric strategies with effective social media utilization, businesses can stay adaptable, relevant, and competitive while prioritizing customer satisfaction. Below are some of the participants' responses:

"On my own end, A&A's Food Corner consumer base has increased as a result of using Facebook and Instagram since we value and respond to customer input. We gauge success by how satisfied our customers are, and

serving more than 300 individuals at a government function was a memorable experience. A&A's Food Corner provides catering services. We prioritize providing scrumptious, high-quality meals with effective, frictionless service." P1

"The business had little funding when it first started and mostly relied on social media to provide regular posts and high-quality services. Despite the difficulties of not having face-to-face interactions, we concentrate on keeping positive client connections online." P2

"A&Z started on Facebook by being genuine and open, which helped to win people's confidence. The strategy approach is centered on providing what we display online, giving client feedback first priority, and keeping up with trends. Growing our internet business into a multi-branch physical restaurant is the top goal." P3

"The growth of Tacoville has been largely attributed to social media, where we often interact with clients and run promotions. We keep quality high and concentrate on our love of food to overcome obstacles like weather and market competitiveness." P4

According to the results, Participant 1 (P1), emphasized the importance of social media in raising awareness of A&A's Food Corner, especially on sites like Facebook and Instagram. P1 underlined how crucial it is to display the menu, special offers, and client testimonials in order to create a devoted following. By enabling real-time interactions and feedback, this persistent digital presence not only strengthens consumer engagement but also strengthens brand trust. Particularly during the pandemic, P1's strategy has expedited the ordering process, increasing consumer convenience and fostering brand loyalty.

Meanwhile, Participant 2 (P2) demonstrated how their distinctive take on silog meals mostly depended on regular social media posting to interact with their audience and preserve product quality. In order to build a relationship with clients and reduce the dangers associated with online communication, P2's approach was centered on maintaining visibility and ongoing engagement. P2 demonstrated the value of flexibility in a competitive setting by maintaining a fair delivery system and placing a high priority on customer satisfaction despite increasing competition and difficulties during the pandemic.

Moreover, Participant 3 (P3) provided views on how A&Z Catering used social media to create individualized meal packages while emphasizing openness and trust. Without the overhead expenses of a physical business, P3 was able to draw in a wide range of customers by upholding a legitimate online presence. In addition to facilitating operational efficiency, this strategy emphasizes how critical it is to welcome and take into account consumer input, both favorable and negative. P3's approach reflects a larger pattern in which corporate success and relevance are driven by responsiveness to client requirements.

Participant 4 (P4) highlighted the role social media had in Tacoville's expansion, describing how daily updates aided in bringing in new clients and sustaining engagement. P4 was able to stand out in a previously neglected market by concentrating on distinctive products like tacos. P4 did, however, also recognize the difficulties presented by the weather and competition in the market, highlighting the significance of comprehending and adjusting to outside variables that affect company success.

All the participants of the said social media have given their companies a way to reach a wider audience without requiring physical shopfronts. In particular, P3 talked about how social media sites like Facebook allow her catering company to function without a physical presence, which helps it prosper in a cutthroat industry where competitors may be constrained by the overhead expenses of a real site. P1 said that their success, especially during the pandemic, was fueled in part by their ability to leverage social media as an inexpensive, widely accessible tool to increase consumer involvement and draw in new business. The increasing demand for delivery and contactless service during the pandemic is only one example of how this digital strategy has proven crucial in adjusting to shifting market conditions. P3 stressed how important it is to stay current by adding popular culinary products to their menu. This keeps the company competitive and shows that they are sensitive to changing consumer preferences and market trends. While online communication may be less personal than in-person contact, P2 emphasized the difficulties of doing so, pointing out that trust must be established, particularly

in text-based discussions, by responding promptly and keeping a positive tone. All participants acknowledged the importance of client input in promoting ongoing development and preserving solid customer connections, particularly when it was posted openly on social media.

The findings of the study emphasize the direct correlation between customer happiness and loyalty; cloud kitchen food enterprises must prioritize customer-centric tactics. According to Lemon and Verhoef (2016), businesses may better understand the requirements and preferences of their customers by using a customer-centric strategy, which eventually increases customer loyalty and long-term profitability.

Additionally, utilizing social media platforms well increases brand loyalty and consumer interaction. According to Kaplan and Haenlein (2010), social media helps companies and customers communicate and provide feedback in real-time, which builds community and improves customer relations. Businesses may also swiftly adjust to changes in the market and client expectations by using social media. Businesses may improve their strategy and customize their services by using social media analytics, which gives useful insights into customer behavior (Jansen et al., 2009).

Furthermore, being able to physically display items on social media increases consumer interaction and brand exposure. Casaló et al. (2018) found that visual material posted on social media sites like Facebook and Instagram may successfully draw in customers and sway their decisions to buy.

Theme 6: Being Resourceful and Transcend for Word-of-Mouth Approach to Attain Operational Efficiency

In the highly competitive food industry, achieving operational efficiency is essential for businesses to minimize costs and optimize resources while maintaining high-quality service and products. A key strategy for attaining operational efficiency is being resourceful, which involves maximizing available resources—such as labor, ingredients, and technology—without sacrificing quality. This

approach encourages businesses to streamline processes, reduce waste, and implement cost-effective measures that benefit both the company and its customers.

One of the most powerful yet underutilized strategies for improving operational efficiency is word-of-mouth marketing. By providing exceptional service and experiences, businesses naturally foster positive word-of-mouth, which allows them to expand their customer base without investing heavily in advertising. Satisfied customers become brand advocates, sharing their experiences with others and helping to build trust and credibility, which are essential for long-term success and customer retention. This organic promotion not only reduces the need for costly marketing campaigns but also strengthens customer loyalty and fosters a sense of community around the brand.

When businesses consistently meet or exceed customer expectations—through timely service, quality food, and personalized experiences—they build a reputation for reliability and excellence, prompting even more referrals. Ultimately, by focusing on resourcefulness and leveraging word-of-mouth marketing, businesses can attain operational efficiency and sustainable growth in a competitive market. This approach highlights the interconnectedness of resource management, customer satisfaction, and operational excellence, forming the foundation of a thriving business model. Below are some of the participants' responses:

"Belle's Catering, started in 2020, focusing on quality food and service. Most of our business comes from word-of-mouth referrals, thanks to our strong relationships with customers. We prioritize budget-friendly options and attention to detail in our presentations. Our teamwork ensures smooth operations, even for large events, and we aim to expand further through recommendations and online platforms." P5

Participant 1 (P1) emphasized the importance of leveraging social media, particularly Facebook and Instagram, to promote their cloud kitchen during the pandemic. They noted that word-of-mouth recommendations and customer feedback have been vital to their growth. Participant 5 (P5) provided insights into Belle's Catering Services, highlighting the importance of relationships with customers and the reliance on word-of-mouth for business growth. P5 articulated

how their focus on detail, teamwork, and quality service contributes to a strong reputation, which has enabled them to cater to significant events like those for Mayor Oaminal. They noted the effectiveness of managing operations remotely and the need for organization, especially when handling large orders.

In the ever-changing food sector, the findings of the study of cloud kitchen firms show that operational efficiency is becoming more and more important. According to research, operational efficiency helps businesses gain a competitive edge by improving service quality and cutting expenses (Kuo et al., 2020). Resource optimization, which maximizes labor, materials, and technology, is crucial for organizations to enhance service delivery without sacrificing quality (Tsai et al., 2021). The ingenuity displayed by cloud kitchens, particularly at trying times such as the pandemic, is an example of how these companies may efficiently optimize procedures and reduce waste while upholding high standards (Cheng et al., 2020).

Additionally, word-of-mouth (WOM) marketing has become a powerful tool for increasing cloud kitchen operating efficiency. Barlow and Møller (2021) asserted that happy consumers are the best brand ambassadors, greatly influencing prospective buyers with their referrals. In addition to increasing consumer loyalty and trust, this natural marketing approach lessens the need for costly advertising efforts (Harrison et al., 2019). It is commonly known that social media may be used as a platform to increase the impact of word-of-mouth. According to Kaplan and Haenlein (2010), social media sites like Facebook and Instagram are contemporary avenues for happy consumers to share their experiences, boosting exposure and consumer interaction. The practical implementation of this idea is demonstrated by Participant 1's remarks on using these platforms, which show how cloud kitchens may promote community and increase brand loyalty by providing consistent, high-quality service and engaging in meaningful customer interactions.

Thus, the interdependence of operational excellence, customer happiness, and resource management creates a basis for long-term success in the cutthroat cloud kitchen industry. The experiences of different participants demonstrate how

emphasizing ingenuity and actively fostering good word-of-mouth may greatly improve operational effectiveness and commercial success.

CONCLUSIONS AND RECOMMENDATIONS

Summary

Success stories of cloud kitchen businesses in Ozamiz City were recognized globally as essential contributors to economic growth and for new entrepreneurs, particularly investigating and highlighting the positive experiences, strategies, success, and outcomes of cloud kitchen operators in the local food market. By means of interviews with these business owners, the research highlighted the significance of customer-focused operations, social media tactics, operational effectiveness, and flexibility in response to changing market circumstances. Specifically, this study sought to answer the following research questions: (1) What are the key resources and capabilities that contribute to the success of cloud kitchen food businesses in Ozamiz City? (2) What are the success stories of cloud kitchen food businesses in Ozamiz City?

The study utilized the phenomenological research design through an appreciative inquiry. Purposive sampling and a qualitative research approach were used in this research. Semi-structured interviews were utilized to gather data, and thematic analysis was employed to pinpoint important topics. The 4D model by Cooperrider (2005)—Discover, Dream, Design, and Destiny—was applied for data analysis. Interviews with five successful cloud kitchen owners in Ozamiz City revealed their resources, competencies, and strategies for overcoming challenges. The study used an appreciative inquiry methodology, focusing on operators' effective experiences, strategies, and outcomes.

Findings

The study yielded the following findings:

1. Successful cloud kitchens prioritize customer requirements, adapting rapidly to market fluctuations through efficient service delivery and personalized offerings. By emphasizing customer satisfaction and maintaining flexibility, these enterprises establish loyalty, attract new clientele, and navigate challenges such as the pandemic effectively.

2. Robust digital engagement is essential for cloud kitchens to enhance visibility and customer interaction. Social media platforms enable businesses to reach broader audiences, showcase products, respond to feedback, and monitor performance metrics. A well-executed digital strategy enhances brand relevance, customer loyalty, and organizational growth.
3. Effective resource management is crucial for cloud kitchens to minimize costs and optimize productivity. Streamlined operations, technology utilization, and supply chain efficiency ensure expeditious, consistent service, thereby improving customer satisfaction and sustaining long-term growth.
4. The COVID-19 pandemic underscored the necessity for agility in food services, with cloud kitchens transitioning to contactless operations and online engagement. Adaptability to evolving customer needs through digital platforms, and stringent hygiene practices facilitated growth despite challenges.
5. By aligning customer-centric strategies with social media, businesses foster loyalty, reach larger audiences, and respond promptly to feedback. Social media not only enhances visibility but provides valuable insights into customer preferences, ensuring relevance and competitive advantage.
6. Resourcefulness in operations and leveraging word-of-mouth marketing assist cloud kitchens in achieving cost-effective growth. By consistently delivering quality, businesses encourage referrals, establish trust, and reduce reliance on costly advertising, thereby enhancing operational efficiency and customer loyalty.

Conclusion

Success stories of the cloud kitchen food business are essential to developing and growing critical aspects of their business model in a competitive environment. The findings of this study yield several key themes about success stories owners and their resources and capabilities.

1. Customer-centricity and adaptability, which refers to prioritizing the customer demand and adjust offerings based on the customer's feedback to enhance satisfaction and loyalty, particularly during challenges like the COVID-19 pandemic.
2. Digital engagement and social media strategy underscored the importance of leveraging digital platforms for brand awareness and brand recognition. This allows for direct engagement through tailored content and promotion, which increase loyalty and sales.
3. Operational Efficiency and Resource Management, which optimize processes and effectively utilize resources, is vital for minimizing waste, reducing costs, and maximizing output, ultimately leading to higher customer satisfaction.
4. Being Innovative and Adaptive during the COVID-19 Pandemic: Cloud kitchens showcased agility by shifting to online operations, engaging customers through digital platforms, and reimagining business models to meet new demands.
5. Always Adhere to Customer-Centric Strategies and Utilize Social Media Platforms: Prioritizing customer needs and preferences while effectively using social media fosters strong relationships, loyalty, and sustained growth.
6. Being Resourceful and Transcend for Word-of-Mouth Approach to Attain Operational Efficiency: Maximizing resources and utilizing word-of-mouth marketing fosters operational efficiency, builds trust, and enhances customer retention.

Recommendations

Based on the findings of the study, the following recommendations are suggested for further research:

1. Future studies could explore the implementation of customer-centric operations and adaptability, encouraging cloud kitchen owners to prioritize customer feedback and tailor their offerings accordingly.
2. Understanding the specific strategies employed to enhance customer satisfaction during challenging times, such as the pandemic, would provide valuable insights for new entrepreneurs in the sector.
3. Investigating the efficacy of social media and digital interaction tactics can shed light on the ways in which these channels support brand awareness and consumer loyalty.
4. To comprehend how cloud kitchens may streamline their operations and reduce expenses, it will also be essential to look at best practices in resource management and operational efficiency.
5. Delve into the innovative adaptations made by these businesses during crises, assessing the long-term impacts on their business models. It is also recommended that future inquiries focus on the role of customer-centric strategies and the influence of word-of-mouth marketing on operational efficiency and business growth.

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APPENDICES

APPENDIX A

Interview Guide Questions

Before the interview begins, the researcher:

- Introduces self in vernacular.
- Discusses the purpose of the study
- Provides informed consent
- Provides structure of the interview (Audio Recording and taking notes)
- Tests audio -recording equipment (cell phone audio recording)
- Makes participant feel comfortable

Opening Questions:

1. Could you please introduce yourself and provide an overview of your cloud kitchen food business in Ozamiz City?
2. How did your journey as a cloud kitchen food business retailer begin, and what motivated you to adopt an online approach?

Core Questions (Appreciative Inquiry Approach):

3. Reflecting on your success, what key factors do you believe have contributed most to your achievements in the industry?
4. Can you share specific examples of how the interplay in online platforms (e.g., social media, e-commerce websites) has positively impacted your business growth?
5. In navigating challenges such as customer engagement, logistics, and market expansion, what strategies or innovations have you found most effective in sustaining and enhancing your business?

Close-ended Questions:

6. Have you noticed any particular trends or shifts in consumer behavior that have influenced your cloud kitchen business strategy?
7. How do you measure success within your cloud kitchen food business, and what benchmarks or metrics do you use to evaluate performance?

Additional Probing Questions:

8. Can you describe a standout success story or memorable achievement in your journey as a cloud kitchen food business retailer?
9. What lessons have you learned from setbacks or challenges encountered along the way, and how have these experiences shaped your approach to business?

Concluding Questions/Exit Questions:

10. Looking ahead, what are your aspirations and future plans for your cloud kitchen food business in Ozamiz City?

APPENDIX B

(Interview Questions- Transcribed)

Participant 1: Hi, I'm Altrexy Haloc, 24 years old, from Pulot, Ozamiz City. I am a marketing graduate from Silliman University. In 2020, during the pandemic, I launched A&A's Food Corner, a cloud kitchen in Ozamiz City. We offer full-service catering for weddings, birthdays, anniversaries, corporate events, and other occasions. We specialize in delivering high-quality, delicious meals directly right next to your door. By operating solely as a delivery service, we focus on efficiency and convenience, serving tasty, appealing food that leads to a memorable experience for all clients/customers. My journey with A&A's Food Corner began during the pandemic (year 2020), when people were understandably cautious about going out. This situation led me to discover the potential of a cloud kitchen model. We ensure that all our meals are prepared with the highest safety standards. Even now, we continue to adapt by maintaining a contactless service, focusing on delivering quality food without needing to meet customers face-to-face. For us, our success comes from focusing on high-quality, budget-friendly food and maintaining excellent service. We prioritize customer feedback over profit, which allows us to continually improve. This approach sets us apart, as we're always willing to adapt and respond to changing customer needs and market trends. We use Facebook and Instagram to showcase our menu, promote offers, and engage with customers. This has boosted our visibility, attracted new customers, and built a loyal community. Customer trust is enhanced by visible feedback on our posts. Additionally, these platforms have streamlined the ordering process, making it more convenient and efficient for everyone. In our online setup, we stay connected with customers through direct chat and calls, making them feel comfortable. My staff also interacts with customers during events or deliveries. For business expansion, we focus on customer feedback and aim to improve not just the quality of the food but the entire service experience. At A&A's Food Corner, our mission is to provide high-quality and delicious cuisine using the best and freshest ingredients. Since most of our customers come through word of mouth, we focus less on advertising and more on posting photos to thank our clients. This approach helps maintain strong relationships and reinforces our appreciation for their support. We measure success in our cloud kitchen business primarily through customer satisfaction. After every event, we ask our clients for feedback, reviews, and ratings to assess how well we meet their expectations and identify areas for improvement. A standout success for us was catering a major government event in our city, where we served breakfast, lunch, and dinner for over 300 people. The event showed our ability to handle large orders and boosted our reputation. We received great feedback, which resulted in many new and returning customers. We've learnt that perfection is elusive in business. In our first two years, we faced challenges like forgotten orders, late deliveries, and incorrect items. These issues motivated me to be more flexible and resilient. With the support of my family and staff, I prayed for strength to tackle these challenges. I've since learnt to properly document paid orders and regularly

remind my staff about the weekly schedule. This approach enhances accuracy, efficiency, and overall operations. My plans have become reality. I've expanded our cloud kitchen by opening a physical store on Valconcha Street, Ozamiz City. We're excited to hopefully open on October 3, 2024, with God's grace. This milestone marks a significant step in our growth, and I look forward to serving our community in new ways. (I hope to see you all at our grand opening!)

Participant 2: I'm Cristi Alphe Leonardo, originally from Annex. I'm currently living with my boyfriend; for our business, it's all about a silog but with a twist. We started this business when we had our first baby. We were in Annex at the time, and we separated from my parents. We realized that we needed food to sustain ourselves because it was just us at that time. So, I thought about what we could do to have food, and I searched online. I found someone who knew how to cook, so I asked him if they could cook for us. That's where it all began. We started with a capital of around 300-500 pesos. We believe that the key factors that contribute the most are the uniqueness of silog and other silog, which is that, typically, when we say silog, it's just tocino, egg, and rice. So, as I mentioned earlier, what makes our silog unique is the signature sauce that we use, which adds a twist to it. Our strategy to stand out on social media, especially with our target audience and market, is to be consistent with our posts and maintain the quality of our product. Our way to ensure the survival of our business is through consistent posting and consistently delivering the product itself. We maintain quality service for our customers, given that we operate online and don't meet them face-to-face. Online communication carries risks since we only type messages and cannot gauge how our customers perceive or receive them. Unlike physical stores where, for example, if I were a customer and you were the owner, we could talk directly, and I could see your facial expressions and tone, online communication sometimes leads to hurried responses. Despite being busy, we strive to consistently provide adequate time and attention to each customer interaction. Regarding delivery time, we provide a 15-minute allowance for our customers. We don't prioritize based on proximity; instead, we follow a "first come, first served" policy. This means that deliveries are handled in the order they are received, ensuring fairness and consistency. Yes, we noticed a particular trend that affected our business, but what we did was run promotions because, while our loyal customers follow the trends, people generally prefer cheaper options. Aside from our budget-friendly promotions, we also don't force our customers to avail themselves of the offers. In fact, some of them even post their own good feedback about our food. When we started with just 500 pesos, we quickly made 6,000 pesos in one day. However, we didn't buy all the ingredients initially because some were already stocked. We only purchased the items that were not available in our kitchen. Maybe the decline in our business happened because, as COVID-19 cases lessened and people started going out more, and many new versions of silog appeared in Ozamis, and they offered lower prices than ours. We planned to grow our business by setting up a stall, perhaps at the city hall or a wellness centre, before eventually building a physical store.

Participant 3: I am Alexandra Bertulfo, and I have a partner and three kids. Together, we own A&Z Catering, an online food business. We offer customizable food packages that fit your budget, and customers can choose the flavours they prefer. Our services are perfect for birthdays, christenings, small gatherings, family events, and other special occasions. We started our food business back in 2020, right during the pandemic. Since both my partner and I have a passion for cooking, we decided to venture into the online food business. Our children were our motivation, along with the debts we had to settle, which drove us to work hard. Our strategy is simple: what you see online is exactly what you will receive. Despite being affordable, our food is delicious and very presentable. We pride ourselves on being authentic and legitimate. There is no room for scams in our business because we never want to lose the trust of our customers. What makes our business unique is that it is truly trusted by our clients. Online platforms, especially our Facebook page, have been a huge help to our business. It's not just friends and family who see our business; the online reach is vast. Many of the people who order from us are strangers we don't personally know. Additionally, it has allowed us to run the business without needing a physical store, which would require permits and a bigger budget—something we didn't have at the start. Through the online platform, we've been able to build a business without needing significant capital. We should always welcome feedback, whether it's positive or negative. If it's good feedback, that's great! Maintain the positive relationship because it's likely that the customer will order again, as you've already built trust with them. On the other hand, if the feedback is negative or if the customer is dissatisfied, we should accept it, learn from it, and improve next time. At least we'll know where we went wrong. Additionally, when it comes to prioritizing customers, they should have the final say on when they want their order, whether they prefer to pick it up or have it delivered. We should prioritize their convenience as much as possible. Yes, we've really seized the opportunity with social media. Whenever we see a trend or new food items online, we practice making those dishes and then add them to our menu. There was also a time when some food businesses online were running scams, particularly with food packages. We made sure our business wasn't included in that mess. What we did was stay active by constantly posting on our page. Of course, we can't blame some customers for being skeptical or having trust issues, but we always make sure to show that we're a legitimate business. We keep a record of our sales, and every time we have orders, we also list down what we need to purchase. This allows us to compare prices from time to time. Doing this also helps us make adjustments to our price list when necessary. Through this, we can also see how we're progressing, as the number of followers continues to grow, which is a sign of our success. The Christmas season is truly our busiest time. We are incredibly thankful and grateful because it reaches the point where we can no longer accept orders due to the overwhelming demand. We can't keep up with the volume of orders! Never give up because business has its ups and downs. No matter what happens, it's important to never give up. It's also crucial to have savings, as this is essential in any business. Of course, I dream of having our own restaurant that

becomes well-known here in Ozamiz. From being an online store, I hope that A&Z will eventually expand into a physical store with multiple branches.

Participant 4: I'm Jake Colarte, the owner of Tacoville. We've been operating this business for almost four years. We decided on this business because there were no tacos in our area. If there are minor problems, we just improve on them over time. When I observed the market here in Ozamis, there were no tacos, except for that old Mexican restaurant. So, we decided to try it and add it to our product lineup. It's unique because, of course, it's not Filipino food but Mexican food. For our strategies, we adopted an online approach, posting daily. The online platform has been a huge help for our business because it boosts new customer acquisition and is truly effective. Even though we operate online, our business sales are still high. To maintain strong customer relationships, I make sure to engage with customers through regular updates, promotions, and quick responses to their enquiries. We closely coordinate with our delivery partners and ensure that orders are processed as soon as they are received, and when it comes to expanding the market, I prioritize understanding the target audience in new areas. And lastly, the most effective strategy that has helped grow our business is leveraging online platforms, particularly social media, like regular postings from time to time. Yes, some sellers offer promotions, and their prices are very low. That really affects my business. Actually, we also run promotions, but it's difficult because other sellers are always doing it. Every time we receive feedback, most of the time it's about the meat being too salty. So, we taste it ourselves to see why it's salty, and then we explain to the customer that the seasoning was just overdone. What really made our business stand out was during our opening; our sales were incredible at that time. We became known because we were the first to sell tacos here in Ozamis City. Our main challenge is when it rains—it becomes even quieter, especially since we only have a stall. The meat we prepare is fresh, and if it rains, it spoils, especially the shrimp. Luckily, other flavors can be refrigerated because they contain a lot of spices, so they don't spoil quickly. Just take the risk on the business you love and are passionate about. Pursue what you're passionate about because it's really difficult to run a business you're not capable of handling. That's why, when it comes to business, focus on what you truly want.

Participant 5. My name is Maritess Malalis Tapitan, a retired teacher from Lasalle University, Ozamiz City. Our cloud kitchen food business is called Belle's Catering Services. I managed the business, but it was originally owned by my daughter. It is located in Purok 4 Pulot, Ozamiz City. We started in 2020 and have been catering to various important events like birthdays, weddings, and other special occasions. Our clients include Mayor Oaminal, who first requested our services after recognising my cooking skills. Our business focusses on delivering quality food and excellent service to customers while maintaining proper hygiene. My journey started with a passion for cooking, and when people discovered that I was skilled in it, I received opportunities to cater for special events. Mayor Oaminal offered a food testing session, and since then, we've been preparing meals for big events like

weddings and birthdays. This encouraged me to continue and grow the business, focussing on providing good service and quality food. The key factors contributing to our success include maintaining good relationships with our customers, offering quality food that tastes good, and providing timely service. Most importantly, we provide services based on the customer's budget, which makes our business accessible to everyone. Word-of-mouth recommendations have been a significant driver of our growth. Interestingly, we haven't needed to rely much on social media or e-commerce websites because most of our business comes from referrals or word of mouth. Our customers recommend us to their friends and family because they appreciate the taste of our food and our excellent services. We rely heavily on teamwork to ensure the smooth handling of big orders, even when it seems impossible to manage. When I'm away, I manage everything remotely, assigning tasks to my staff through online chat rooms. This ensures that operations run smoothly, no matter where I am or what I am doing. One noticeable trend is the high demand for quality service and formal setups. Customers, especially those from more affluent backgrounds, expect everything to be well organized, including table arrangements, napkin color coordination, and the overall presentation. This attention to detail has kept us in demand. Success for us is measured by customer satisfaction and loyalty. We ensure that food is delivered on time and meets the client's expectations, which has helped us retain many repeat customers. The increasing number of bookings we get is a clear sign of our success. A memorable achievement was catering to a large event that required 300 packed meals. We meticulously planned every detail, from table arrangements to the food, to ensure the event was a success. The client's appreciation and the seamless execution made it a standout moment for us. One challenge we faced was with perishable food items, like spaghetti, sometimes going bad in a packed lunch. We learnt to adjust how we handle and prepare certain dishes for events to ensure they remain fresh. These experiences taught us the importance of planning and proper food handling. In the future, we plan to continue growing through word-of-mouth recommendations by using an online platform and expanding our offerings. We aim to maintain the quality of service and food we are known for and possibly take on even bigger events while ensuring our loyal customers are always taken care of.

APPENDIX C

(Informed Consent Form)



MISAMIS UNIVERSITY
Ozamiz City
College of Business and Management



INFORMED CONSENT FORM (PORMA SA NASABTAN NGA PAGTUGOT)

Researcher/Investigator (Nagtuon):

Name (Ngalan): Kyla Marie M. Dela Cerna, Irene Rhodora Dome, Meshel Jane S. Gomomit,
Jenieve D. Liaging

Course: Bachelor of Science in Business Administration

College: Business and Management

Email / Contact Number: mesheljanegomomit05@gmail.com

Thesis Title: **EXPLORING THE SUCCESS STORIES OF CLOUD KITCHEN FOOD BUSINESSES IN
OZAMIZ CITY: AN APPRECIATIVE INQUIRY**

PART I. INFORMATION SHEET	
Introduction (Pasiuna)	Good day! I am Meshel Jane S. Gomomit, the principal researcher of the study entitled "Exploring the Success Stories of Cloud Kitchen Food Businesses in Ozamiz City: An Appreciative Inquiry." I am an undergraduate student under the program Bachelor of Science in Business Administration at Misamis University in Ozamiz City. I am to conduct the research with cloud kitchens business owners as respondents. In this vein, I am respectfully seeking your voluntary participation, being qualified to give your informed consent to take part in this study. Before you decide whether to participate or not in this study, please read the succeeding information about the study and feel free to ask questions anytime should there be anything you do not understand or want to clarify. If you agree to answer the interview, you will be asked to affix your name and signature on this form for which you will be given a copy. <i>(Maayong adlaw! Ako si Meshel Jane S. Gomomit ang nagpahigayon sa pagtuon kabahin sa "Exploring the Success Stories of Cloud Kitchen Food Businesses in Ozamiz City: An Appreciative Inquiry." Ako usa ka estudyante sa Bachelor of Science in Business Administration Major in Marketing Management sa Misamis University, Ozamis City. Isip participante nga maoy mutubag sa gikinahagnglang impormasyon niining</i>

	<i>participante nga maoy mutubag sa gikinahanglang impormasyon niining gihimong pagtuon. Ako matinahurong naghangyo sa inyong bulontaryo nga pag-apil niini nga pagtuon. Gikinahanglan nga ikaw naa sa saktong edad ug naay kakayahan nga mohatag sa pagtugot aron makaapil niini nga pagtuon. Sa dili pa ka mohukom sa pag-tubag sa questonnaires, palihug sa pagbasa sa mga impormasyon sa ubos ug gawasnon ka nga makapangutana kon adunay wala nimo nasabtan o gusto nimong iklaro. Kung motugot ka sa pagahimoon nga interview, papirmahon ka niini nga porma ug tagaan usab ka ug imong kaugalingong kopya.</i>
Purpose (<i>Katuyoan</i>)	The purpose of the study is to explore the success stories of cloud kitchen food businesses in Ozamiz City through an appreciative inquiry approach. This involves investigating and highlighting the positive experiences, strategies, and outcomes of cloud kitchen operators in the local food delivery market. The study aims to fill the existing research gap by providing insights into the mechanisms that contribute to the success of cloud kitchens, particularly in the context of Ozamiz City's dynamic food business environment. <i>(Ang katuyuan niini nga pagtuon mao ang pagsuta sa pamaagi sa tigpamuno sa iyang pagdumala sa ospital ug ang kalabotan niini sa moral ug pagka produktibo sa mga empleyado sa mga ospital sa ciudad sa Ozamis). Kini nga pagtuon maka hatag ug dugang nga kaalam sa mga tigpamuno sa ospital sa mga maayong pamaagi sa pagdumala nga naay kalabotan sa pag alsa sa morale ug pagka produktibo sa mga empleyado.</i>
Type of Research Intervention (<i>Matang sa Interbensyon sa Pagtuon</i>)	This study will be conducted through the adapted and modified questionnaires and researcher-made questionnaire. The gathering of data will be conducted in person. <i>(Kining pagtuon pagabuhaton pinaagi sa questionnaires nga binuhat sa nagtuon (researcher). Personal ang pagkuha sa datos.)</i>
Selection of Participants (<i>Pagpili sa</i>)	The participants in this study was comprised food business owners from Ozamiz City who run cloud kitchen food enterprises. Purposive sampling was utilized to identify potential participants who fulfill specific inclusion criteria and can offer comprehensive and insightful perspectives

<i>mga Partisipant)</i>	on the phenomenon being investigated (Creswell & Creswell, 2017). The inclusion criteria included being a cloud kitchen proprietor, having a certain level of business tenure, capital investment, and eagerness to participate. (1) Participants must be proprietors or managers of cloud kitchen establishments situated within Ozamiz City. This criterion guarantees that participants possess firsthand knowledge and experience relevant to the research subject. (2) Participants businesses should demonstrate a specific level of longevity for at least 2 to 3 years to be profitable and successful in the cloud kitchen industry (Mike, 2022). This criterion ensures that participants can offer insights into the challenges and success stories encountered by cloud kitchen businesses over time. (3) Participants should possess sufficient capital investment in their businesses and anticipate earning a profit margin of around 10% based on industry and economic factors, indicating a level of financial stability and resource availability necessary for sustainable operation and growth (Barr, 2022). (4) Participants must express their willingness to participate in the study, as their active engagement and cooperation are vital for data collection and analysis. In general, these inclusion criteria aimed to ensure that the chosen participants possess the essential knowledge, experience, and eagerness to provide valuable insights into the research on cloud kitchen food businesses in Ozamiz City, in which you are one of those selected through stratified purposive sampling.
(Ang mga partisipante sa ani nga pagtuon kay mga tag-iya sa food business nga nagpahigayon og cloud kitchen sa Ozamiz City. Gigamit ang purposive sampling aron maila ang mga partisipante nga kwalipikado ug makahatag og haladungog nga kasayuran sa giimbestigahan nga butang (Creswell & Creswell, 2017). Ang mga kwalipikasyon mao kini: (1) kinahanglan nga tag-iya o manager sa cloud kitchen sulod sa Ozamiz City, aron masiguro nga adunay sakto nga kasinatian ug kaalam bahin sa negosyo. (2) Kinahanglan nga ang negosyo adunay dugay-dugay nga pag-operate sulod sa 2-3 ka tuig aron mahimong maugmad ug malampuson sa cloud kitchen industry (Mike, 2022). (3) Kinahanglan nga adunay igo nga kapital ug ginapaabot nga profit margin nga mga 10% isip timailhan sa kalig-on sa negosyo (Barr, 2022). (4) Kinahanglan nga andam ug interesado ang partisipante nga moapil sa pagtuon alang sa pagkuha sa mga datos. Ang ani nga mga kwalipikasyon nagpasiugda nga ang mga napili nga partisipante adunay kina-hanglang kaalam, kasinatian, ug kadasig nga motampo sa pagtuon bahin sa cloud kitchen food business sa Ozamiz City, diin usa ka sa napili pinaagi sa stratified purposive sampling.)	
Voluntary Participation	Your participation has to be voluntary and will not affect your situation or status in any way, including your relationship with the researcher. You are free to decide if you will take part or not. If you decide to participate, you are

<i>(Boluntaryo nga Partisipasyon)</i>	free not to answer any questions that you do not prefer to answer. <i>(Boluntaryo ang imong pag-apil ug kini dili makaapekto sa imong sitwasyon o estado apil na imong relasyon sa nagtuon. Gawasnon ka nga modesisyon kung kung moapil ka niini nga pagtoon o dili. Kung modesisyon ka nga moapil, gawasnon ka nga dili motubag sa bisan asa nga pangutana nga dili nimo gusto nga tubagon.)</i>
Procedure <i>(Pamaagi)</i>	At the beginning of the focus group, the researchers was introduced themselves and explained the purpose of the discussion, as well as the guidelines for the session. The discussion guide was followed, encouraging participants to share their thoughts and ideas. The researchers take note throughout the discussion and was observed and recorded participant behavior in their journal. A voice recorder was used to enable the researcher to listen back to the focus group events. The discussion typically was lasted for approximately 1 hour, depending on the flow of the conversation. All responses from the focus group discussion was transcribed by the researcher and analyzed. When necessary, triangulation of documents was conducted to validate the provided data, ensuring a comprehensive analysis of the findings. <i>(Sa sinugdanan sa focus group, gipaila-ila ang mga researcher ug gipasabot ang tuyo sa diskusyon ug ang mga giya sa sesyon. Gisunod ang discussion guide aron dasigon ang mga partisipante nga ipahayag ang ilang hunahuna ug ideya. Ang mga researcher nagkuha og nota samtang nagpadayon ang diskusyon ug giobserbahan ug gisulat sa ilang journal ang mga pamatasan sa mga partisipante. Gigamit ang voice recorder aron mabalik tan-aw ang nahitabo sa focus group. Ang diskusyon kasagaran molungtad og usa ka oras, depende sa dagan sa panag-istorya.</i> <i>Ang tanang tubag sa focus group gisulat ug gi-analisar sa researcher. Kung gikinahanglan, nag-triangulate og dokumento aron ma-validate ang datos, nga naghatag og mas komprehensibong pagtuon sa mga findings.)</i>
Duration <i>(Gidugayon)</i>	Answering the question in interview will last for 1hour. <i>(Ang pagtubag sa questions sa paginterview mo kabat sa 1hour minutos).</i>

Risks and Discomforts <i>(Risiko ug Kahaso)</i>	The respondents will be protected from physical, social, or economic risks. In case the items in the questionnaires are too personal and make you feel uncomfortable, you may decline to answer any or all questions and may terminate your involvement at any time you choose. <i>(Ang mga partisipante ginaprotektahan sa pisikal, sosyal o ekonomikanhong risiko. Kung panaglitan adunay mga pangutana nga personal ra kaayo o kung dili ka komportable, mamahimong dili ka motubag o mobalibad sa pagtubag sa bisan asa o sa tanang mga pangutana ug moatras sa pag-apil sa bisan unsang panahon nga imong gusto.)</i>
Benefits <i>(Kaayohan)</i>	This study is beneficial to you because the researcher and future entrepreneurs specifically cloud kitchen enterprises using an appreciative inquiry methodology, focusing on operators' effective experiences, strategies, and outcomes. The research aims to highlight positive experiences and tactics of cloud kitchens in the local market, addressing a gap in understanding the mechanisms driving their growth. <i>(</i> <i>Kini nga pagtuon makabenepisyo kanimo, labi na sa mga umaabot nga negosyante sa cloud kitchen, pinaagi sa paggamit sa appreciative inquiry methodology. Nag-focus kini sa mga epektibong kasinatian, estratehiya, ug mga resulta sa mga operators. Ang tumong sa research mao ang pagpakita sa positibong kasinatian ug taktika sa mga cloud kitchen sa lokal nga merkado, aron masabtan ang mga mekanismo nga nakapadako niini).</i>
Reimbursements <i>(Hulip nga bayad)</i>	There will be no monetary expenses or costs on your part as a respondent, nor any monetary compensation for your participation in this study. However, a small token of appreciation in the form of a light snack may be provided during the gathering of the research data. <i>(Wala kay magasto sa imong pag-apil niini nga pagtuon ug dili usab ka bayaran ug kwarta sa imong pag-apil niini nga pagtuon. Apan adunay ginagmay nga pameryenda nga pwede mahatag sa panahon sa pagkuha sa mga datos).</i>

Confidentiality of Data (Pag-amping sa Datos)	Only the researcher will have access to the information and responses of the participants. The personal identifying information of the participants will only be used for research analysis and will be treated with the utmost confidentiality. During the study, all data will be kept in a locked, secure filing cabinet, which will be discarded 6 months after the publication of the results. <i>(Ang nagtuon lamang ang makakita sa mga impormasyon ug tubag sa mga respondente. Ang mga datos nga makuha i-analisa ug hatagan og tumang pag-amping aron dili ibutyag. Sa panahon sa pagtuon, ipahimutang sa usa ka selyadong aparador ang tanang datos nga pagagub-on human sa 6 kabulan gikan sa pag-publisa sa resulta.)</i>
Sharing of Findings (Pagpaambit sa Nakaplagan)	The results of this study will be presented during the thesis final defense of the researcher. Also, the research findings may be shared through publications and conferences with the assurance that the identities of the respondents will remain confidential. A printed copy of the completed study will be provided to the participants. <i>(Ang mga resulta niini nga pagtuon ipresenta sa panahon sa final defense sa thesis sa nagtuon. Ang mga nakaplagan sa pagtuon posible nga ipaambit pinaagi sa mga publications ug conferences nga adunay kapanigurohan nga dili mabutyag ang pagkatawo sa mga partisipante. Pagahatagan og isa ka giimprinta nga kopya sa kumpleto nga pagtuon ang mga partisipante.)</i>
Rights to Refuse or Withdraw (Katungod sa Pagpalibabad o Pag-undang)	You are free to withdraw or terminate participation at any stage of the study, without the need to give any reason. You will not be penalized in case of termination of participation. <i>(Gawasnon ka nga moatras or moundang sa pag-apil sa bisan asa nga punto sa pagtuon nga dili na magkinahanglan pa ug rason. Dili ka ipamulta sa pag-atras o pag-undang.)</i>
Who to Contact (Kinsa ang Kontakon)	Should there be any queries as a respondent, you can contact the researcher through the following details: <i>(Kung adunay mga pangutana, mahimo nga mokontak pinaagi aning mga detalye:)</i>

Name of the Researcher (Kyla Marie M. Dela Cerna, Irene Rhodora Dome, Meshel Jane S. Gomomit, Jenieva D. Liaging)

Cellphone Number/s: 09106923328

e-mail add: mesheljanegomomit05@gmail.com

STATEMENT BY THE RESEARCHER

(PAGPADAYAG SA NAGTUON)

I will read the Information sheet to the potential respondent. With the best of my ability, I make sure that the respondent will understand the statements of the questionnaires.

(Akong pagabasahon ang mga nasulat niining Information Sheet ngadto sa potensyal nga respondent. Kutob sa akong mahimo siguroon nako nga masabtan sa respondent ang mga pahayag sa questionnaires.)

I can assure that the participant will be given an opportunity to ask questions about the study, and all the questions raised will be answered fully. I can likewise assure that the participant will not be coerced into giving consent that must be free and voluntary.

(Gisiguro ko nga ang partisipante mahatagan og panahon sa pagpangutana kabahin niining pagtuon og ang tanang pangutana nga iyang gihatag matubag sa hingpit. Siguroon ko usab ang maong partisipante dili mapugos sa paghatag sa pagtugot nga kinahanglan nga gawasnon og boluntaryo.)

A copy of this Informed Consent Form will be provided to the participant.

(Ang kopya sa niining Informed Consent Form ihatag ngadto sa respondent.)

	Print Name of Researcher (Ngalan sa Nagtuon): <u>Kyla Marie M. Dela Cerna</u> <u>Irene Rhodora Dome</u> <u>Meshel Jane S. Gomomit</u> <u>Jenieva D. Liaging</u>
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PART II. CERTIFICATE OF CONSENT
This research entitled "Exploring the Success Stories of Cloud Kitchen Food Businesses in Ozamiz City: An Appreciative Inquiry" by Kyla Marie M. Dela Cerna, Irene Rhodora Dome, Meshel Jane S. Gomomit, Jenieva D. Liaging with the aim of gathering information and data pertaining to the cloud kitchen businesses in Ozamiz City owners morale and work productivity has been presented and explained to me clearly. Since the study involves hospital employees, I am chosen as one of the participants. <i>(Kini nga pagtuon gitutuloan, "Exploring the Success Stories of Cloud Kitchen Food Businesses in Ozamiz City: An Appreciative Inquiry" ni Ruthie M. Balasabas, nga adunay tumong sa pagkuha og impormasyon ug datos kabahin sa pamaagi sa pagdumala sa ospital ug ang kalabotan niini sa moral or pagka produktibo sa mga empleyado sa ospital, gipresenta ug gipasabot og klaro kanako. Tungod kay ang pagtuon kay kabahin sa mga empleyado sa ospital, ako napilian isip usa sa mga partisipante.</i> I have read the foregoing Informed Consent Form, or it has been read to me. I had the opportunity to ask questions, which were subsequently answered fully. I consent voluntarily to be a participant of this study. <i>(Akong nabasa ang nauna nga Informed Consent Form, o gibasa kini kanako. Natagaan ako og</i> <i>higayon nga makapangutana nga natubag sa hingpit. Ako mosugot nga boluntaryo nga mahimong participant sa niining pagtuon.)</i>

Print Name of Participant (Ngalan sa Partisipante): _____

Signature of Participant (Pirma sa Partisipante): _____

Date: [MM/DD/YYYY] _____

If Illiterate (Kung dili makasulat ug makabasa)

If the respondent is illiterate, a witness who is literate will sign. The respondent will choose him/ her and who is without connection with the researcher or the research group to attest to this undertaking. The respondent will affix his thumbprint.

[Kung ang participant kay dili makabasa o makasulat, mopirma ang usa ka makabasa ug makasulat nga testigo. Ang respondent ang mopili kaniya nga walay koneksyon sa nagtuon o sa iyang grupo para mopamatuod sa gimbuhaton. Ang respondent mobutang sa iyang tamla (thumb print)].

Name and Signature of the Witness

(Ngalan ug Firma sa Testigo)

Thumb mark

APPENDIX D

(Certificate to Conduct)



Misamis University



Ozamiz City, Philippines 7200
Tel. No. +63 88 521 0367 / Telefax No. +63 88 521 2917
Website : <http://www.mu.edu.ph>

CERTIFIED: ISO 9001:2015 Quality Management System DNV-GL, Australia
ACCREDITED: Philippine Association of Colleges and Universities Commission on Accreditation (PACUCOA)

CERTIFICATION

This is to certify that **MS. KYLA MARIE M. DELA CERNA; MS. IRENE RHODORA DOME; MS. MESHEL JANE S. GOMONIT, MS. JENIEVA D. LIAGING** are bonafide students of Misamis University College of Business and Management and are currently enrolled in **Bachelor of Science in Business Administration major Marketing Management**.

Furthermore, their proposed study entitled **“EXPLORING THE SUCCESS STORIES OF CLOUD KITCHEN FOOD BUSINESSES IN OZAMIZ CITY: AN APRECIATIVE INQUIRY”** has been approved by the Thesis Committee. They are likewise granted permission by the Office of the College of Business and Management to gather data to substantiate her research paper.

Issued this 10th day of July 2024 at MISAMIS UNIVERSITY, Ozamiz City.


EFREN J. BARILLO, CPA, DM
Dean, College of Business and Management

APPENDIX E

(Approved Letter of Consent)

July 24, 2024

DR. EFREN J. BARILLO
CBM Dean
Misamis University
Ozamiz City

Dear Dr. Barillo:

Greetings!

We are the students in the Bachelor of Science in Business Administration program Marketing Management at Misamis University in Ozamiz City. We are pursuing our thesis entitled "Exploring the Success Stories of Cloud Kitchen Food Businesses in Ozamiz City: An Appreciative Inquiry." The study was approved by the Thesis Committee last May 9, 2024.

In this vein, we would like to ask for permission for the conduct of the study at Misamis University, Ozamiz City. The study aims to explore the success stories of cloud kitchen food businesses in Ozamiz City through purposive sampling techniques. The target respondents will be cloud kitchen food businesses in Ozamiz City, selected through in-depth interview. An Interview Guide will be used in gathering the data. Be assured that ethical considerations will be duly observed in the conduct of the study and that the data to be gathered will be used solely for research purpose.

We earnestly hope for your approval of this request.

Truly,


MESHEL JANE S. GOMONIT

Noted:


EFREN J. BARILLO, CPA, DM
Dean, College of Business and Management

Approved:

DR. RENZITELO ALF P. CARPIO
Adviser, College of Business and Management

APPENDIX F

(Letter for Marman 37 Research)

Meshel Jane S. Gomomit

Lead Researcher

July 29, 2024

Dr. Renzito Alf P. Carpio

Research Adviser

College of Business and Management

Dear Dr. Renzito Alf P. Carpio,

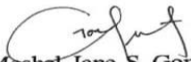
I hope this letter finds you well. I am writing to provide an update on the progress of our research study entitled "Exploring the Success Stories of Cloud Kitchen Food Businesses in Ozamiz City: An Appreciative Inquiry". This letter also serves as proof that we are currently in the process of gathering the necessary data required for the completion of our research. We currently have (no.) responses and we anticipate that all data will be gathered by August 16, 2024.

Rest assured that the data we have gathered aligns with the objectives of the research and ensures that the findings will be robust and reliable. Moreover, we are committed to meeting the deadline set fourth and will continue to work diligently to achieve this goal. Should any unforeseen challenges arise during the data collection process, we will promptly communicate with you to discuss potential solutions and adjustments to the timeline if necessary.

Thank you for your continued support and guidance throughout this research endeavor. Attached herein are the proof of our data collection.

Sincerely,

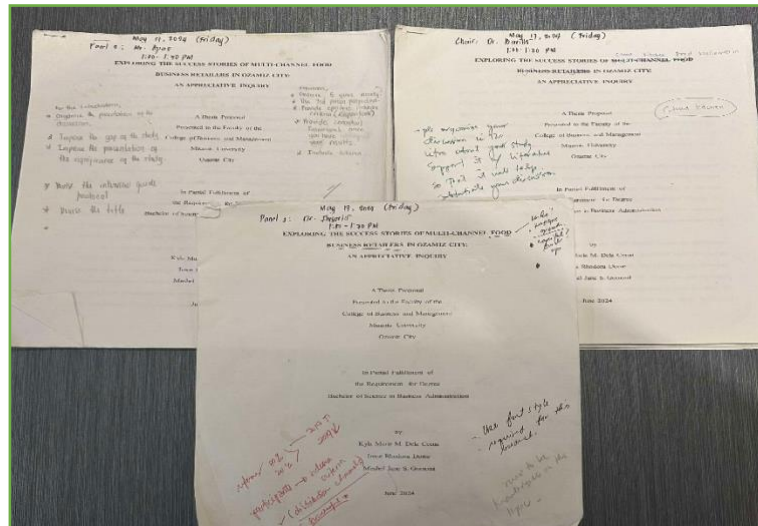
Meshel Jane S. Gomomit


Meshel Jane S. Gomomit
Lead Researcher


Kyla Marie M. Dela Cerna
Researcher


Irene Rhodora Dome
Researcher

(Documentation)



Research Proposal



Research Defense

APPENDIX H

(Interview)



Participant 1.



Participant 2



Participant 3.



Participant 4.



Participant 5.

APPENDIX I
(Plagiarism Test Result)



Similarity Report ID: old28447:70887757

PAPER NAME

Meshel Jane S. Gomomit.docx

WORD COUNT

14081 Words

CHARACTER COUNT

87309 Characters

PAGE COUNT

59 Pages

FILE SIZE

170.4KB

SUBMISSION DATE

Nov 12, 2024 2:27 PM GMT+8

REPORT DATE

Nov 12, 2024 2:28 PM GMT+8

● 23% Overall Similarity

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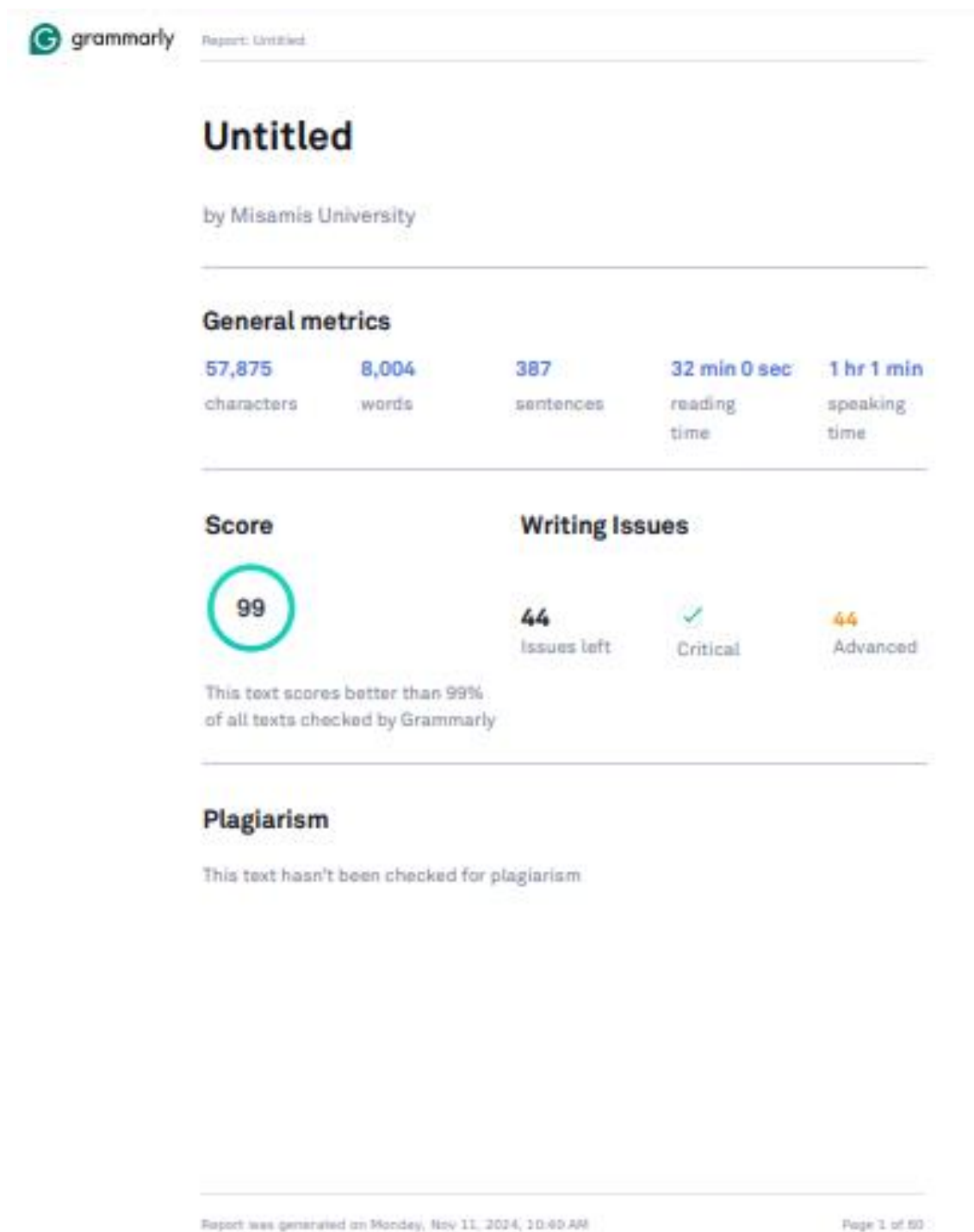
• Bibliographic material

Summary

71

APPENDIX J

(Grammarly Test Result)



CURRICULUM VITAE



PERSONAL INFORMATION

Name : Meshel Jane S. Gomomit
Age : 21 yrs. Old
Sex : Female
Address : Purok 1, New Village, Tambulig, Zamboanga del Sur
Mobile No. : 09106923328
Religion : Roman Catholic

EDUCATIONAL BACKGROUND

College:

Bachelor of Science in Business and Administration Major in Marketing
Management
Misamis University
S.Y. 2023-2024

Senior High School:

Accountancy, Business, and Management
Molave Vocational Technical School
S.Y. 2020-2021

Junior High School:

Special Science Curriculum
Tambulig National High School
S.Y. 2018-2019

Elementary:

Special Science Curriculum
Tambulig Central Elementary School
S.Y. 2014-2015

TRAININGS AND SEMINARS

Digital Marketing Association of the Philippines, Inc. (2024)
Social Manager- Community Extension Program (2022-2024)
Youth Entrepreneurship DTI Seminar (2024)
2nd PCDEB Regional Business Student Summit (2023)
Social Media Management- NCN Workshop Series 3 (2024)

CURRICULUM VITAE



PERSONAL INFORMATION

Name : Kyla Marie M. Dela Cerna
Age : 21 yrs. Old
Sex : Female
Address : Purok 2, Digson Bonifacio Misamis Occidental
Mobile No. : 09632450846
Religion : Roman Catholic

EDUCATIONAL BACKGROUND

College:

Bachelor of Science in Business and Administration Major in Marketing
Management
Misamis University
S.Y. 2023-2024

Senior High School:

Humanities and Social Sciences
Misamis Occidental National High School
S.Y. 2020-2021

Junior High School:

St. Vincent High School
S.Y. 2018-2019

Elementary:

Bonifacio Central School
S.Y. 2014-2015

TRAININGS AND SEMINARS

N/A

CURRICULUM VITAE



PERSONAL INFORMATION

Name : Irene Rhodora A. Dome
Age : 25 years old
Sex : Female
Address : H-C22B Bernad Street, Tinago, Ozamiz City
Mobile No. : 09331009913
Religion : Roman Catholic

EDUCATIONAL BACKGROUND

College:

Bachelor of Science in Business and Administration Major in Marketing Management
Misamis University
S.Y. 2023-2024

Senior High School:

Accountancy Business and Management
Accountancy, Business, and Management
Misamis University
S.Y. 2017-2019

Junior High School:

Misamis University
H.T Feliciano St, Ozamiz City, 7200
S.Y. 2013-2016

Elementary:

Ozamiz City Central School
Tinago Ozamiz City 7200
.S.Y. 2006-2012

TRAININGS AND SEMINARS

N/A

CURRICULUM VITAE



PERSONAL INFORMATION

Name : Jenieva D. Liaging
Age : 23 yrs. Old
Sex : Female
Address : Purok 2, Malaubang, Ozamiz City, Misamis Occidental
Mobile No. : 09388362905
Religion : Pentecostal

EDUCATIONAL BACKGROUND

College:

Bachelor of Science in Business Administration Major in Marketing Management
S. Y 2023-2024

Senior High School:

Accountancy, Business, and Management
Misamis University
S.Y 2020-2021

Junior High School:

Ozamiz City National Highschool
S.Y 2018-2019

Elementary:

Malaubang Integrated School
S.Y 2014-2015

TRAININGS AND SEMINARS

N/A