

**BUSINESS MODEL OF ONLINE FOOD SHARING PLATFORM  
BETWEEN INDEPENDENT CHEFS AND MARKETPLACE OR  
"KINKIN"**



**A THEMATIC PAPER SUBMITTED IN PARTIAL  
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**ABSTRACT**

Nowadays, online food delivery service becomes popular as these kinds of businesses provide their customers convenience. Since Bangkok is one of the well-known places where many types of delicious food can be found. Nevertheless, home can be another place of tasty food which is called "home cooking". For people who love cooking, they sometimes want to distribute the deliciousness of their menus to somebody else apart from their family members but there is no opportunity to do.

Thus, the objective of this paper is to create a business model of online food sharing platform which allows people who can cook well and want to sell their food to meet with their customers who will be another side of the platform users in the desired marketplace. Lists of menus will be posted and sold by home cooks and they will be searched and reserved by users. When requirements are matching, transactions will happen. This platform is called "KinKin".

A Qualitative research method by interview was used to collect data from fourteen participants from both types of users. All of the questions were created according to nine components of business model canvas. After all of the answers were gathered and summed up, the complete business model of KinKin shows the reasonably operation of the platform.

**KEY WORDS:** Home Cooking/ Online Food Sharing/ Food Delivery/ Bangkok Food

## CONTENTS

	<b>Page</b>
<b>ACKNOWLEDGEMENTS</b>	<b>ii</b>
<b>ABSTRACT</b>	<b>iii</b>
<b>CHAPTER I INTRODUCTION</b>	<b>1</b>
1.1 Problem Statement	2
1.2 Research Objectives	3
1.3 Research Scope	3
1.4 Expected Benefits	3
<b>CHAPTER II LITERATURE REVIEW</b>	<b>4</b>
2.1 Sharing Economy	4
2.2 Business Model Canvas	6
<b>CHAPTER III RESEARCH METHODOLOGY</b>	<b>9</b>
3.1 Research Methods	9
3.2 Data Collection	10
3.3 Question Design	10
3.3.1 Questions for Independent Chefs or Sellers	11
3.3.2 Questions for Buyers	11
3.4 Data Analysis	12
<b>CHAPTER IV RESULTS AND DISCUSSION</b>	<b>13</b>
4.1 Questions for Independent Chefs or Sellers	13
4.2 Questions for Buyers	16
4.3 Discussion on Business Model Canvas	18
4.4 KinKin Business Model Canvas	23
<b>CHAPTER V CONCLUSION</b>	<b>25</b>
5.1 Conclusion	25
5.2 Recommendation	25
5.3 Limitation	26

**CONTENTS (cont.)**

	<b>Page</b>
<b>REFERENCES</b>	<b>27</b>
<b>APPENDICES</b>	<b>29</b>
Appendix A: Interview Questions	30
<b>BIOGRAPHY</b>	<b>32</b>



## **CHAPTER I**

### **INTRODUCTION**

Nowadays, the internet and social media have become other important parts in people's daily life. Not only offline channels that many business owners have to improve but they also have to develop online channels depending on the type of businesses to increase more opportunities to reach their target customers. So, many businesses have to adapt themselves to survive in the business world. One of the most popular online businesses nowadays is online food delivery service. This kind of businesses provide their customers convenience as they do not need to cook by themselves and they can enjoy having meals at their places. Although average total prices of these foods are always higher than eating at the restaurant or cooking by themselves, customers are willing to pay because they do not have to waste their time traveling to that place which sometimes there might be a very long queue at restaurants.

Bangkok is one of the most well-known cities that is famous for many types of delicious foods. Tons of foods with good tastes can be found easily in many places in Bangkok such as fine dining rooms at luxury hotels, fancy restaurants, local cafeterias and street foods. Nevertheless, other than those sources that are mentioned above, home can be another place of tasty food which is called "home cooking". Home cooking is the food that is cooked by people in that house using different food recipes depending on each house. Some recipes are the family legacy that secretly passed on from member to member. These impressive home cooking foods are mostly restricted in one particular family. For people who love cooking, they sometimes want to distribute the deliciousness of their menus to somebody else apart from their family members but there is no opportunity to do so. Moreover, sharing these homemade dishes can be done in the form of trading which may generate revenues to people who love to cook and want to sell their food online.



From all of the reasons above, an idea to create a business model of online food sharing platform under the name “KinKin” has come up. This platform will consist of two sides of users which are a group of people who like to cook and aspire to sell their foods via the platform which will be called “independent chefs” and a group of people who use the platform to order home-cooked food. The platform allows both groups of users to meet each other and make a transaction in a desired marketplace. The online business platform can bring many advantages to all users. First of all, a group of independent chefs or sellers, who are employed and love to cook in their free time, can gain more revenues from selling their home-cooked food through KinKin and those, who are unemployed, will have a part-time job or full-time job, if possible. Furthermore, for the side of general users or buyers, they will have more options on their consumptions which the taste of the delivered foods may be unique and could not be found from anywhere else.

There are many reasons why selling home-cooked food to strangers is difficult to happen. First, distribution channel is limited since those home cooks are not a restaurant and there is no food event opened frequently so sharing those homemade dishes are hard to do by oneself. Besides, some home cooks may not want to cook and sell their food as a full time job since it may inconvenience for them. Furthermore, lack of running a business skills may be another reason that makes this type of business more difficult to be started. In addition, it may be difficult for buyers to trust those sellers who are not famous restaurants or persons they knew each other before. Since an opportunity to sell home-cooked food by oneself to people who do not know each other is rather difficult to be done due to many reasons, so in this paper, these factors are brought to study and develop to improve KinKin online food sharing platform.

## **1.1 Problem Statement**

The trend of online food delivery service business is becoming popular nowadays and it tends to increase more and more. Many restaurant owners and application builders have developed most online platforms to deal with this trend. Nonetheless, in Thailand, platform that will be a channel, which allows homemade chefs and customers meet each other as they desire, have not been created before. KinKin

platform offers all users a lot of menus which may be the secret recipes of the family that are inherited from their ancestors. These menus will be posted and sold from the side of the sellers who are known as independent chefs. And they will be searched and bought by customers who are another side of the users. When requirements are matching, transactions will happen.

## **1.2 Research Objectives**

- To understand how the business model of the online sharing platform between independent home cook and marketplace works
- To understand the relationships between independent chefs, who will be the sellers and purchasing intentions of the buyers in homemade food
- To recommend an appropriate business model of the online sharing platform in the form of business model canvas

## **1.3 Research Scope**

This paper will focus on the business model of this online food sharing platform that is developed for the users who live in Bangkok areas. Data collection includes both primary data through interviews, questionnaires and secondary data through textbooks, other related data and previous researches.

## **1.4 Expected Benefits**

After identifying the key success factors of this online food sharing platform, a set of recommendations on business model can be useful and helpful for any entrepreneurs or application developers who are interested in starting up a new business which is related to a homemade food matching platform between users.



## **CHAPTER II**

### **LITERATURE REVIEW**

This chapter is conducted to provide an overview information of the previous business models called sharing economy which becomes more popular nowadays due to an increase in internet using. Some examples of current business using sharing economy platform and some similar food sharing platforms in foreign countries that used to be developed are provided to be a supportive information. The literature shows the examples of some cases about how to run these kinds of business and how to maintain the quality of the business. Furthermore, business model canvas is another topic in a literature review section that is included to see the feasibility of the desired platform. Some related information that is relevant to this research topic is as follows.

#### **2.1 Sharing Economy**

Sharing economy is one of the business models which known as peer-to-peer business or P2P. It is sometimes called a collaborative consumption which is the way to provide and share things such as goods, services and other assets within a community through online platform rather than buy and own them. Sharing some resources has been carried out for thousands of years ago. However, the development of technology and use of internet are the essential keys that encourage these unused or excess resources sharing to be a systematic online resource sharing platform nowadays. Moreover, these key factors make it easier for all users who are goods owners, service providers and for some people who seek for the use of those resources without buying and owning them to meet each other.

Sharing economy is not only the way to rent and borrow assets, nevertheless, it also allows those renters to earn some money from their underused resources. Many types of physical assets such as cars and houses can be shared as a service. The

information below shows some examples of the current businesses which presently use a sharing economy model concept.

- **Airbnb**

Airbnb is the worldwide house sharing service which was founded in 2008 by Brian Chesky, Joe Gebbia and Nathan Blecharczyk. It is the online platform that allows people to rent out their available spaces to travelers and people who want some spaces for their livings. The primary source of Airbnb's revenues is from a service fee that is collected from every booking from renters. The amounts of service fee will be charged depending on the size of reservations. The bigger size of the reservation is, the cheaper of the service fee will be charged to guests because Airbnb wants those families or groups of travelers to save their money for other travel expenses. Another source of Airbnb's revenues is from a flat rate commission fee that Airbnb charges from hosts in every booking that has been done through the platform. According to the data provided by the Brookings institute, the rates of spaces from Airbnb are cheaper than spaces from hotels around 30%-60% which is considered as a competitive advantage of Airbnb.

- **Grab**

Grab is one of a famous technology company that comes from Singapore. Grab offers its customers ride sharing and package delivering services through its online platform. The company is currently widely used in eight countries all over the region. As same as other places, Grab Thailand allows anyone who is qualified and has own car to become a part time or full time driver. For user side, Grab offers riding services which are taxi, car and bike and also ensure the passengers about safety and 24/7 support through the driver screening process and training system as the company wants the platform to be trusted and safe as much as possible. Grab receives service fees from drivers depending on the type of services which is different in various countries, for example, taxi drivers will be charged THB 25 per ride in Thailand.

- **FoodSt**

Abroad, there are some online food sharing platforms that allow neighbors in one particular area to share their homemade food among each other. FoodSt is one of the examples of an online food sharing platform that is still operating in Australia. FoodSt claims itself as a community of home-cooked food. This platform was founded by Lorraine Gnanadickam who is an ex-chef and love to see other people enjoy her food. FoodSt was created to help people earn money by providing better food to somebody else. The platform relies on a sharing economy model which allows other users to order food from their neighbors who are home cooking chefs and live nearby or in a specific area. Then, these users can choose between picking up their meals directly from chef's house or delivery orders to their places.

FoodSt is only a few food sharing platforms that the business still continues. However, as there are some concerning issues that was raised up in some countries, for example, regulations about selling food in some countries, ordering food from someone else's kitchen could not be safe and some users do no trust in ordering food from strangers who are not restaurants. The previous reasons make some food sharing platforms have to be terminated in various countries.

## **2.2 Business Model Canvas**

A business model is an explanation of how the businesses structure their business plans. One of the most well-known ideas about producing a business model is called "business model canvas" which invented by Alexander Osterwalder. Business model canvas composed of two main parts which are supply side from the business perspective and customer side. On the canvas, it consists of nine building elements which is chosen to describe how the business platform in each component works and how it is elaborated to support the business. Also, it can be easily shown the way how one business can increase the company's values and the way that the company generates its revenues. The business model canvas that applied to KinKin food sharing platform clarified by each subtopic is as follows.

- **Customer Segments**

Customer segments are the persons that the researcher intend to reach and make them be KinKin customers. They are defined as target customers which will be segmented into two types to make it easier for us to get to and serve them. Customers will be divided into groups of sellers and buyers.

- **Value Propositions**

Value propositions will explain some reasons why customers will make a decision to order home cooking food from KinKin platform not from other restaurants. In addition, this element also tell us about what the benefits that customers are offered and will get from KinKin which meet their needs or heal their pain points.

- **Channels**

Channels are the ways that allow KinKin to communicate with all users such as sales channels and communication channels. They are also the tools to increase value propositions to the platform customers.

- **Customer Relationships**

Customer relationships are very important issues. They are essential to keep a good relationship with customers, otherwise, it may easily lose them to many competitors such as restaurants and other online food delivery services. The relationships between KinKin and both side of users are needed to be grown significantly.

- **Revenue Streams**

Revenue streams show how KinKin can generate money from each customer segment and from running a business.

- **Key Resources**

Key resources are the most important element that will raise the feasibility of KinKin platform. These resources let KinKin create some business activities with its customers to earn revenues.

- **Key Activities**

Key activities are including all of the actions which KinKin perform with both sellers and buyers. The main activities are about to improve a positive network inside the community.

- **Key Partnerships**

This element describes persons who KinKin will partner with. Partnerships will help and support the business to be successful since some resources cannot be found and activities or services cannot be done by the business itself. So, partnerships will be those persons who supply things the business cannot find. Partnerships can be from normal relationships such as buyers and suppliers to a strategic alliance between non-competitors or a cooperation between different businesses.

- **Cost Structure**

All costs which incurred in operating KinKin business will be explained in the cost structure, for example, the cost of developing platform, operating business and employee salaries.

To have a proper business model canvas which makes KinKin online food sharing platform works well, a research method has to be done to acquire some insight information from a group of people who are likely to become KinKin users on both sellers and buyers side.



## **CHAPTER III**

### **RESEARCH METHODOLOGY**

Due to seeing an opportunity to develop KinKin online food sharing platform, the research methods were managed to question a group of people about their thoughts and reflections on this platform together with problems that can occur from using platform and what they are worried about. Furthermore, the answers of things that users expect to be experienced while using KinKin are gathered to be considered and used in the business model development.

In this chapter, it is described about how data was collected and what the questions had been asked. Only interview was used to collect data from the persons who like to cook and are likely to be an independent chef and also from the people who normally order food using online platform.

#### **3.1 Research Methods**

In this paper, a qualitative research method by interview was used to collect data from both types of users which are sellers and buyers. First part of the interview was managed to ask seven people, who can cook very well and are interested in selling their food. They were asked about their feelings and interests in KinKin online food sharing platform. Also, they were questioned about their consuming behaviors of online food delivery and problems that they concern with if they want to sell food online through KinKin platform. Moreover, second part of the interview was developed to ask another seven people who usually order food online with a delivery service and their feelings of buying some foods that are cooked by strangers apart from their families and well-known restaurants. The reason why this type of research method was used in this paper because it suits for getting detailed information from both groups of people. Two sets of open-ended and multiple choice questions were used to ask all interviewees



which we believe that those data we have got from the interviews can be used and help us to improve the business model of KinKin platform.

### **3.2 Data Collection**

The interview was planned to be performed with the first group of seven people who like to cook and have confidence in their cooking which these people will be considered as a seller side. The target group should be the persons who use the internet in their daily life so it is practical and easier for them to join KinKin platform. The methods of data collection were face-to-face and phone interviews with a set of open-ended and multiple-choice questions to see the interviewees' feelings and responses about KinKin platform. Also, uncertainty issues, which these interviewees concern and think that it could be happened while using the platform, have been brought to consider and adjust into the business model canvas.

In addition, another set of questions was prepared to interview and obtain feedback from another group of seven people who normally use internet and usually order food from restaurants from online applications which provide a delivery service to their house or workplace. Ages of interviewees from this group were arranged to be various as much as possible to get a variety of answers which reflects to their previous experiences in online food ordering.

All questions were prioritized by the importance to ask all interviewees so each interview took about 10-20 minutes to be completed. These kinds of interview and questions were used because they allow us to access more information, feelings and understanding of the participants individually and deeply.

### **3.3 Question Design**

As mentioned earlier, there are two sets of the interview questions which were used to ask both seller and buyer sides. These questions were designed to accord with business model canvas to answer each element on the canvas that will drive the business work well.

The questions which were used in the interviews are as follows.

### **3.3.1 Questions for Independent Chefs or Sellers**

- How many hours per day you have used the internet?
- What channels you have used the most?
- Have you ever sold home-cooked before?
- What kinds of food that you cook well?
- What are the fascinations of home-cooked food?
- Do you think that a reliability of the platform can affect sales?
- Have you ever ordered online food delivery? If yes, how many times per week and what channels you have been used to order?
- What services or features that KinKin should provide to the customers who would like to become an independent chef?
- Do you think KinKin should provide training workshop before the actual use?
- What do you think if KinKin will deduct a commission from every sales order from the chef?
- What do you think you will gain from selling home-cooked food to other people?
- What format of the platform you would like KinKin to be?

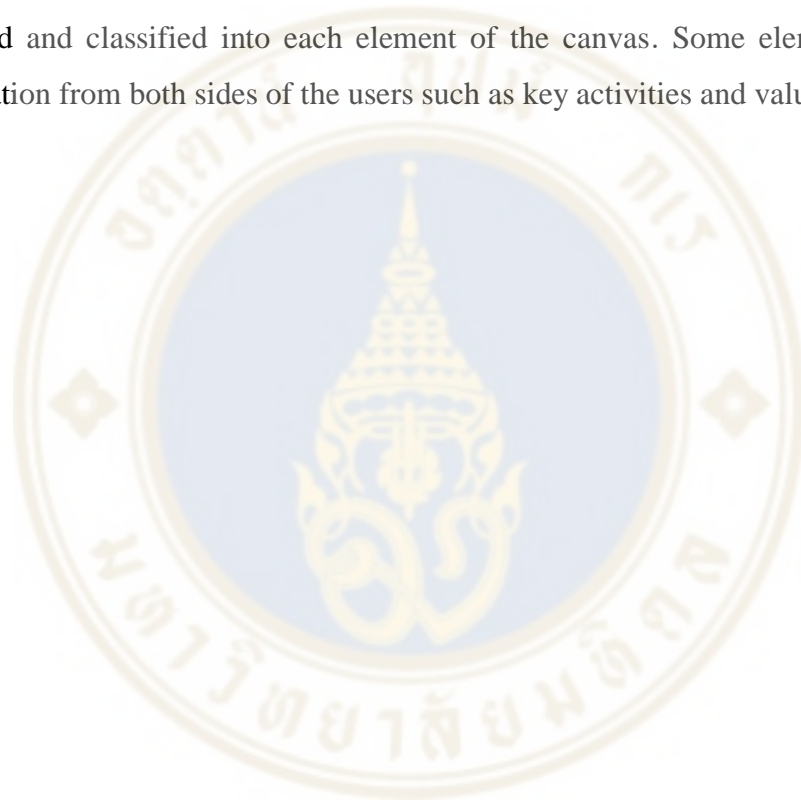
### **3.3.2 Questions for Buyers**

- Have you ever ordered online food delivery? If yes, how many times per week and what channels you have been used most?
- Do you think that ordering home-cooked food is reliable?
- What do you expect from ordering home-cooked food from chefs who are not restaurant?
- What are the reasons why, in some situations, you would order home cooking instead of restaurant?
- What are the fascinations of home-cooked food?
- Have you ever ordered online food delivery? If yes, how many times per week and what channels have been used to order?

- What do you concern in ordering food from the persons who are not restaurants?
- What services or features that KinKin should provide to the customers?

### **3.4 Data Analysis**

Since most of the questions are posed according to answer nine elements of the business model canvas, so all responses from both groups of interviewees were analyzed and classified into each element of the canvas. Some elements consist of information from both sides of the users such as key activities and value propositions.



## **CHAPTER IV**

### **RESULTS AND DISCUSSION**

In this chapter, a group of necessary data which was gathered from the interviews was analyzed to answer and to fill up all elements of the business model canvas of KinKin platform. The information is about opinions, ideas, suggestions, including advice from groups of the desired users who are interested in KinKin platform. As mentioned earlier, this information was interviewed from fourteen people which seven persons are from seller side and the rest is from buyer side. All of these people normally use internet in their daily life. Furthermore, the results of the analysis were selected to explain in detail according to questions that were asked in the interview.

#### **4.1 Questions for Independent Chefs or Sellers**

After interview first seven participants from the seller side, it was found that most of them use internet four to six hours a day through their mobile phones which it is ensured that they can easily access and use KinKin platform via their use of the internet. The result shows that three of them have sold their home-cooked food as a hobby before, meanwhile, the other four persons have never sold their cooking dishes. However, all of them are interested in KinKin platform and have a passion in selling homemade food as they believe in the fascination of home cooking. Moreover, they think that the reliability of platform can raise up sale volumes and also increase customers' trustworthy and brand awareness. Furthermore, all of the participants agree if they will be deducted 20% to 25% of every order and give this amount to KinKin as an operating cost. In addition, they have mentioned some answers and reasons including their opinions and suggestions in some questions as follows.

- **What are the fascinations of home-cooked food?**

“Home-cooked food gives us different tastes which cannot be found anywhere else. I think that when we cook, we always choose the best ingredients to put in the dish.”

“As we can choose what to eat by ourselves, higher quality of raw materials and ingredients are used in home cooking compared to restaurant cooking.”

“If we have cooking skills, we can eat anything that we want to.”

“When we cook by ourselves, everything is in our control, especially a quality.”

“Home-cooked food could bring family together.

“We know what we use in cooking so it ensures us a quality of food.”

“Having home-cooked food can save my time from driving to any restaurants.

- **What services or features that KinKin should provide to the customers who would like to become an independent chef?**

When interviewees were asked about the services that they would like to obtain if they decide to join KinKin as an independent chef, the below information is the answers from this group of users.

“I am not good at taking photos and using camera application so it will be good if KinKin organize a food photography workshop for people who want to become a chef.”

“Customer service should be easily accessed. Because, in the past, I used to use some applications and when there were problems occurred, I could not find a way to contact the company. This made me disappointed and feel worried when I have to use online applications.”

“Provide packaging service which will be used in packing such as boxes and bags to a group of seller to make it more convenient and promote them to cook more and more.”

“Reward popular menus with good reviews from customers by introducing and promoting them as recommended chefs and dishes.”

“Content on the platform should include details of ingredients used in each menu so customers could see what contain in that food. So they can avoid food allergy problems that can be very serious in some people.”

“It will be good if the platform will help me as a seller to promote or advertise my menu and my cooking.”

“The platform should allow sellers to set the time to cook and amount to sell by themselves and let customers make a reservation. So sellers will know their limit and can manage their free time for the most benefits.”

- **What do you think you will gain from selling home-cooked food to other people?**

“I can earn some money when I have free time.”

“Selling food can utilize my time and I want to share happiness with other people through my menu.”

“I am already retired. So, I think that I could have a job once again.”

“I could gain some money and new experiences from doing new things like selling food online through this interesting platform.”

“It is a way of personal development. Also, I could earn some money.”

“I am happy when I see people have my cooking. Money is a secondary factor.”

“I never sell food that I cooked before, so it will be something new to me. I think I will gain a lot of new experiences.”

- **What format of the platform you would like KinKin to be?**

When this group of respondents were asked about the format of the platform, they all mentioned that they prefer to choose their own cooking time by setting own target number of orders and let their customers make a reservation on their menu. So, they know the limitation of their cooking and they can stock up all ingredients correctly. They also gave reasons as follows.

“I prefer to choose my own cooking time because I have a full-time job but I want to be an independent chef to sell my homemade food through the platform as well.”



“A reservation system should rely on seller side because they will know what, when and how many things they have to do.”

“If we allow customers to buy whenever they want but we do not have enough raw materials stock or we are not ready to cook at that time, we may lose those customers and decrease trustworthiness of the platform. So I prefer to open a reservation by myself as I will know what I should have in the kitchen.”

“Choosing cooking time by myself give me more flexibility to do anything else.”

“I want to cook as a part-time job. So it will be very convenient for me to set and open a reservation by myself depending on my free time and readiness.”

“I prefer to set my own time and amount of cooking order because I can stock raw materials and ingredients correctly.”

“I want to specify cooking time by myself so I do not have to deny any customer when I am not ready to cook.”

## 4.2 Questions for Buyers

First part of the interview is similar to the questions for seller side which are about interviewees' internet using behaviors in their daily life. Most of them spend time on surfing the internet around five to six hours everyday and all of them normally order online delivery food from different providers one to four times a week. Furthermore, they all think that ordering food from strangers who are not famous restaurants can be reliable. In some questions, the participants were allowed to express their opinions and points of view which those questions are as below.

- **What are the fascinations of home-cooked food?**

“A taste of food can be adjusted to the needs of each person.”

“Because my grandmother and my mother always taught me how to cook. So, having home-cooked food always makes me feel like having dinner with my family.”

“Tastes of homemade food from different houses are unique.”

“Quality of homemade food is better than food from restaurants as cooking at home is more delicate.”

“We can choose what we like and what we want to use in our cooking such as high quality ingredients and raw materials.”

“Cooking costs cheaper than going to restaurants.”

“It can save our time. There is no need to drive to restaurants.”

- **What are the reasons why, in some situations, you would order home cooking instead of restaurant?**

“I would like to try new menu that is a homemade style”

“The cleanliness of home-cooked food may be better than food from restaurants.”

“I believe in quality and taste of homemade food and freshness of ingredients”

“Home cooking may have a better quality control than chain restaurants”

“Home-cooked food might make me think of having dinner with my family”

“I want to try new and different menus from various chefs.”

“It will be great to have more choices on consumption.”

- **What services or features that KinKin should provide to customers?**

“Customer service should be a coordinator between sellers and buyers in case there are any problems occur.”

“The platform should allow customers to put a special request on every order.”

“KinKin should provide users various and reliable ways of payment methods.”

“There should be a lot of promotion campaigns, for example, discount on food prices and free of charge on delivery fee.”

“I want to see reviews and rating score of every seller on this platform. This will help me to make a decision before making an order.”

“Provide a lot of reliable payment methods such as cash on delivery, online money transfer and credit card.”

“It should have channel to contact the sellers directly in case of we want to ask them some more details and information.”

- **What do you concern about ordering food from the one who are not restaurants?**

“I am worried about cleanliness of cooking procedures as I do not see these sellers when they cook.”

“I am not sure about the deliciousness of food if it is going to be like what those sellers advertise.”

“The tastes of those foods may be not as good as what I expect.”

“I am concerned about what if I order food but seller do not cook for me. What is the guarantee on this certainty?”

“As those sellers are not restaurants which are well-known so how can I make sure that the standard of every dish is stable.”

“Consistency of taste and quality of food is what I concern the most.

“Taste and quality of food may be not reasonable with the food price.”

In addition, after interviewing this group of users about the way they can order food, all of them would like to have their food delivered right away after they make an order. However, when they are noticed about the problems that can occur such as if sellers are not available at that time or they do not have enough raw materials to cook. So, all of the interviewees change their mind and agree to let the sellers set and open a reservation in a desired amount depending on the seller side.

### **4.3 Discussion on Business Model Canvas**

After the results from all of the interviews were analyzed, all related information was concluded and filled in each element of the business model canvas. Moreover, because this platform consists of two sides of users which are food sellers and buyers, some components in the canvas composes of information from both sides of users. The business model canvas of KinKin platform is as follows.

- **Customer Segments**

Customers segments of KinKin food sharing platform are the persons who live in Bangkok areas and likely to become the platform users which are mainly divided into two groups. The first group of customers are users who can cook well and would like other people to try their own recipes by selling their menu through the platform. They will be called “independent chefs” or “sellers”. Selling food of the sellers starts from cooking, taking food photos and posting those photos on the platform and waiting for the reservation from customers. Another type of customers is a group of people who will use an online platform to buy those home-cooked food from independent chefs which they will be called “buyers”. Both groups of users are people who use internet in their daily life since KinKin is online platform, so an ability to use the internet is necessary for all KinKin users.

- **Value Propositions**

KinKin platform can create many value propositions to both sides of users who would like to gain new experiences in selling and buying home-cooked food online. Value propositions are divided into two groups as follows.

- o Value Propositions for Sellers

- Income generation for people who are both employed and unemployed.
- Experiencing in cooking and selling food to strangers
- Have a part time job for people who are employed and full time job for those who are unemployed
- Utilizing free time wisely
- Sharing by cooking good menus to somebody else

- o Value Propositions for Buyers

- More alternatives on food delivery service
- Have an opportunity to try new menus and dishes
- New experiences on ordering and having meals from other families
- Rating and scoring sellers system
- Satisfied by using safe and reliable payment method

- **Channels**

Channels are one of the most important elements as they are great opportunities which can approach target customers and also the way which customers can reach the platform. To develop an online platform, there are so many channels which can be built up to meet and access the customers.

- o Mobile applications on every operating system will be the primary communication channels with all users. The online platform on mobiles allow sellers and buyers to meet each other and make a transaction including customer service and other additional services.
- o Website will be used to provide KinKin general contents to desktop users and they also can do the transactions via KinKin site as well.
- o Social media: Facebook, Instagram and YouTube can be ways to connect with our customers by posting various contents relating to KinKin.
- o Digital ad campaigns on Facebook, Instagram and YouTube will be used to advertise KinKin platform and encourage people who have seen ads to download and use the application.
- o Word of mouth through social media and bloggers can make KinKin be well-known among internet users fast and widely. However, it is important to ensure that it should be only a positive mention.

- **Customer Relationships**

Customer relationships are another important part of the canvas. Every good connection with customers should be created while running the business in order not to lose them to competitors such as other online food delivery applications. To maintain customer relationships, some tasks should be performed as follows.

- o Control bad behaviors and risks of all users, for example, sellers who receive an order but fail to deliver food on time will be warned.
- o Support good sellers by promoting them as recommended chefs
- o Manage personal data and privacy of all users



- o Provide customer services that can be easily accessed to help users in case there are any problems occur
- o Be a coordinator to deal and handle with different circumstances between sellers and buyers or between users and our partnerships
- o Manage images of the brand and platform using social media to avoid a negative outcome

- **Revenue Streams**

A commission fee around 10% to 20% will be charged from every order. This amount will be deducted from sellers account. However, there is no application fee or any payment charged to buyer side. So revenue stream of KinKin will be a commission from the group of independent chefs upon every order.

- **Key Resources**

To drive the business efficiently, KinKin should have some resources in place. Key resources include tangible and intangible assets, general items and man powers. Details of key resources that KinKin needs to operate the business are listed below.

- o KinKin platform
- o Application, website, Facebook page, other social medias to interact with all users and to build a long relationship with them
- o KinKin network
- o List of independent chefs
- o Database of all users
- o Contents on the platform
- o Brand
- o Skilled employees in various branches such as customer services, platform developments and human resources



- **Key Activities**

Main activities of KinKin are to build the positive network of platform for all users. Maintaining and growing the business are also needed to think about. Moreover, behaviors of users need to be controlled and managed to make the platform safe and reliable. Those activities are as follows.

- o Building KinKin network to be well-known and popular
- o Managing and protecting a positive brand image
- o Screening behaviors of sellers and people who want to become an independent chef
- o Developing platform by increasing more features and services
- o Growing platform by getting more users to join
- o Fulfilling users' value propositions
- o Engaging with current users and making them return to the platform again
- o Promoting sales by doing marketing campaigns
- o Analyzing data and making use of it usefully

- **Key Partnerships**

There are many persons that relate to KinKin platform which they are essential in order to operate the business. Some of them are listed below.

- o Independent chefs or sellers
- o Investors and capitalists
- o Platform developers
- o Payment processors
- o Delivery service providers

- **Cost Structure**

Cost of KinKin is linked to the business activities. These expenses are determined by what activities will be performed in operating the business. Some lists of cost structures are shown below.

- o Platform setup and running cost

- o Salaries to permanent employees
- o Wages to freelance employees
- o Social media ads campaigns, digital advertisement
- o Brand marketing
- o Platform development cost

#### 4.4 KinKin Business Model Canvas

<p><b>Key Partners</b></p> <ul style="list-style-type: none"> <li>- Users: Sellers &amp; Buyers</li> <li>- Investors &amp; Capitalists</li> <li>- Platform developers</li> <li>- Payment processors</li> <li>- Delivery service provider</li> </ul>	<p><b>Key Activities</b></p> <ul style="list-style-type: none"> <li>- Building KinKin network</li> <li>- Protecting brand image</li> <li>- Screening users behaviors</li> <li>- Developing platform</li> <li>- Growing platform</li> <li>- Fulfilling users' values</li> <li>- Engaging with users</li> <li>- Promoting sales</li> <li>- Analysing &amp; Using data</li> </ul> <p><b>Key Resources</b></p> <ul style="list-style-type: none"> <li>- KinKin platform</li> <li>- Application, website</li> <li>- Social medias</li> <li>- KinKin network</li> <li>- List of independent chefs</li> <li>- Database of all users</li> <li>- Contents on the platform</li> <li>- Brand</li> <li>- Skilled employees</li> </ul>	<p><b>Value Propositions</b></p> <p><b>For Sellers</b></p> <ul style="list-style-type: none"> <li>- Income generation</li> <li>- New experiences</li> <li>- Have a job</li> <li>- Utilizing free time</li> <li>- Sharing by cooking</li> </ul> <p><b>For Buyers</b></p> <ul style="list-style-type: none"> <li>- More alternatives</li> <li>- Opportunity to try new menus and dishes</li> <li>- New experiences on ordering foods</li> <li>- Rating and scoring sellers system</li> <li>- Safe and reliable payment methods</li> </ul>	<p><b>Customer Relationships</b></p> <ul style="list-style-type: none"> <li>- Control user behaviors</li> <li>- Support good sellers</li> <li>- Manage personal data</li> <li>- Customer services</li> <li>- Coordinate between users</li> <li>- Manage brand images</li> </ul> <p><b>Channels</b></p> <ul style="list-style-type: none"> <li>- Mobile application</li> <li>- Website</li> <li>- Social medias (Facebook, Instagram, Youtube)</li> <li>- Digital ad campaigns</li> <li>- Word of mouth</li> </ul>	<p><b>Customer Segments</b></p> <ul style="list-style-type: none"> <li>- Sellers : People who... <ul style="list-style-type: none"> <li>- Can cook well and would like to become independent chefs</li> <li>- Would like others to try their own recipes</li> <li>- Use internet in their daily life</li> <li>- Live in bangkok areas</li> </ul> </li> <li>- Buyers : People who... <ul style="list-style-type: none"> <li>- Use internet in their daily life</li> <li>- Live in bangkok areas</li> <li>- Want to use online food delivery service</li> </ul> </li> </ul>
<p><b>Cost Structure</b></p> <ul style="list-style-type: none"> <li>- Platform setup, running and development cost</li> <li>- Salaries to permanent employees</li> <li>- Wages to freelance employees</li> <li>- Social media ads campaigns, digital advertising</li> <li>- Brand marketing</li> </ul>		<p><b>Revenue Streams</b></p> <ul style="list-style-type: none"> <li>- Commission fee 10% upon every order</li> </ul>		

According to the data that was collected from the interview and after all of the information was analyzed, the above picture is a complete business model canvas of KinKin platform and a coherence of the canvas can be sum up as follows.

Since KinKin customer segments consist of sellers and buyers who live in Bangkok areas and use the internet in their daily life, values propositions are separated by both types of users. To begin with, the group of users who are sellers, they can generate income from cooking and selling their food through KinKin platform. They could have a part-time job for users who are employed and a full-time job for those who are unemployed. Moreover, their free times are utilized wisely and worthily. Sharing by cooking delicious food might be another happiness in a life for people who love to cook and all of the reasons mentioned above would bring new experiences to the sellers.

In the part of buyers, they will have more alternatives to online food delivery which can increase their opportunity to try new things. Also, they would gain new experiences from ordering food from other people which some of them might have their own recipes that cannot be found anywhere else. On the platform, rating and scoring system and reliable payment methods will be used to ensure all users in making an order with KinKin.

Next, online channels such as mobile application, website and social media are the ways to make customers approach KinKin value propositions. Also, doing digital advertisements and word of mouth can make those values more expansive. Besides, customer relationships are very important and necessary to remain goods relationships with customers and find a way to bring them back to use KinKin platform again.

The group of components which mentioned earlier leads us to the revenue streams of KinKin. During the early stages of a business operation, KinKin platform will generate revenue which is 10% to 20% from every order that has been made as a commission fee.

To make the value propositions actually happen, KinKin needs some resources to carry out the business activities, for example, platform, network, brand, contents and database of users, together with online application, website and social media. In addition, a group of activities will be done to send the values to all users efficiently. First of all, KinKin platform and network will be built. After that, the platform will be developed and grown by adding more features and acquiring more users to join. However, user behaviors will be screened to protect the positive network and brand image. All data will be analyzed to use in promoting sales. Always fulfilling users' value propositions and trying to make them return to the platform are also necessary and important for the business.

Nevertheless, some key resources and key activities cannot be found or done unless there are some key partnerships. Partners of KinKin are all users who can make us continue the business effectively. Moreover, platform developers, payment processors and delivery service providers are other important parts of building and growing the effective platform.

## **CHAPTER V**

### **CONCLUSION AND RECOMMENDATION**

#### **5.1 Conclusion**

Since the objective of this research is to generate the business model canvas of online food sharing platform between independent chefs and marketplace which is called “KinKin”, all acquired information was completely filled in the canvas to show some business ideas. Furthermore, it describes how KinKin can create its values to both sides of users who will become home-cooked food sellers and buyers. In addition, the information was used to explain how KinKin can generate its revenues and make profits from a business operation.

To summarize about the platform format, KinKin should have sellers as core persons. So, sellers can have more flexibility to cook and do not have to deny any customers if they order food when the sellers are not ready to cook. So, all buyers tend to receive only good cooking as all dishes are cooked when chefs are ready.

As it is mentioned earlier that there used to be some online food sharing platforms in various countries such as USA and Australia. These countries have more serious issues about food laws and regulations, so most of the platforms had to be closed down. However, these countries are different from Thailand where has a lot of online food delivery services and street food almost everywhere which accepted by most people. So, from the regulations and recognitions of many people, there is still room for this online food sharing platform in Thailand.

#### **5.2 Recommendation**

Since KinKin is the brand new online food sharing platform, to start using the platform with a variety of foods in many areas in Bangkok may be not a good idea to do as it will be too broad to focus on any target groups. So, at the beginning of the business operation KinKin should follow some of the following suggestions. First of all,

only a few types of home-cooked food should be allowed to sell through the platform such as rice, noodles and Thai dishes. The reason why KinKin should limit types of food is to make the platform be more specialized and interesting. Furthermore, zoning of the service areas should be set to limit the space of users in the first stage as well. Because locations of users will not be too spread and make the delivery process faster than in deliver in big areas which can increase brand image. However, a variety of foods and service areas can be increased and expanded in the future when KinKin becomes more popular.

In the part of the first group customers, a group of users who are excited by the possibilities of new things should be focused. Persuading these people to use our platform should be done in the very first step of advertisement and marketing campaigns. Because KinKin is an online platform, so most of the advertising channel should be done online using various digital advertising campaigns on social media such as Facebook, Instagram and YouTube. Moreover, another suggested marketing method is to manage some roadshows in food fairs to increase brand awareness and build positive brand image of KinKin. For example, using food trucks to sell real home-cooked food and create a story about home cooking so that people can join and be a part of KinKin.

In addition, if KinKin is well-known among most people, revenue streams can be increased by selling spaces on the platform for advertisement. Nevertheless, to make KinKin grow, the platform must be reliable which could be done by making all features safe and partnering with trustworthy services. For example, cooperating with reliable delivery service companies so users can track the progress of their orders.

### **5.3 Limitation**

Time session is the main limitation of this study since only a short period of time was given to the researcher so the research was limited to enlarge by the time. Time limitation leads the interview to a small size of participants that could be acquired that it should be. So, all of the answers and results from the interview may not be as various as intended.



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## **Appendix A: Interview Questions**

### **Questions for Sellers**

Introduction: This questionnaire has been developed by Mahidol University's International Student to be used for Thematic Study. The objective of this questionnaire is to study about opinions, interests and factors that effect on users' decisions about selling and buying home-cooked food using online platform in Bangkok areas. Furthermore, all the acquired answer would be used to improve the formation of the platform. KinKin is an ideal platform that allows people who like to cook and sell those food to meet with their customers who is another side of the users of the platform.

1. How many hours per day you have used the internet?
2. What channels you have used the most?
3. Have you ever sold home-cooked before?
4. What kinds of food that you cook well?
5. What are the fascinations of home-cooked food?
6. Do you think that a reliability of the platform can affect sales?
7. Have you ever ordered online food delivery? If yes, how many times per week and what channels you have been used to order?
8. What services or features that KinKin should provide to the customers who would like to become an independent chef?
9. Do you think KinKin should provide training workshop before the actual use?
10. What do you think if KinKin will deduct a commission from every sales order from the chef?
11. What do you think you will gain from selling home-cooked food to other people?
12. What format of the platform you would like KinKin to be?

### Questions for Buyers

Introduction: This questionnaire has been developed by Mahidol University's International Student to be used for Thematic Study. The objective of this questionnaire is to study about opinions, interests and factors that effect on users' decisions about selling and buying home-cooked food using online platform in Bangkok areas. Furthermore, all the acquired answer would be used to improve the formation of the platform. KinKin is an ideal platform that allows people who like to cook and sell those food to meet with their customers who is another side of the users of the platform.

1. Have you ever ordered online food delivery? If yes, how many times per week and what channels you have been used most?
2. Do you think that ordering home-cooked food is reliable?
3. What do you expect from ordering home-cooked food from chefs who are not restaurant?
4. What are the reasons why, in some situations, you would order home cooking instead of restaurant?
5. What are the fascinations of home-cooked food?
6. Have you ever ordered online food delivery? If yes, how many times per week and what channels have been used to order?
7. What do you concern in ordering food from the persons who are not restaurants?
8. What services or features that KinKin should provide to the customers?