

BUSINESS MODELS AS A STRATEGY IN BUSINESS CRISIS ON ONLINE FOOD SERVICES

Rochelle A. Fernando¹, LPT², MBA³

^{1,2}*Bataan Peninsula State University, Philippines, ³Department of Education, Pablo Roman National High School, Philippines*
Email ID: rochellefernando36@gmail.com

ABSTRACT

Significant modifications occur during business crises. Considering the COVID-19 pandemic, the established business models need to be carefully reevaluated, requiring a driving force for industry transformation. Remarkably, the purpose of this paper is to assess the business models used by online food services for delivery. Likewise, the methodology enforces survey-descriptive quantitative research, particularly addressing the general problem, providing descriptive research hypotheses and quantitative research instruments used, categorizing as open-ended questions, performing its construction and validity checks by experts and statisticians, checking the reliability of the instrument used, and performing descriptive statistical analysis. In terms of data collection, it resorts to secondary data; the survey method was done face-to-face. For data analysis, the sample size and populations in the study were the selected 100 online food businesses in Balanga City, with or without physical stores, and in management positions, with consent on data gathering from the Municipality of Balanga-City License, Permit, and Franchising Office. Furthermore, the study follows ethical considerations while conducting it.

Moreover, the conclusion of the study is expected to provide useful insights into the current issues encountered by online food businesses, enabling them to stay competitive in the marketplace. The inputs will serve as a vital resource for online food businesses. The implications of this study, particularly for small and medium-sized firms (SMEs), are helpful as a point of reference for maintaining business. In place of the study's recommendation, it focuses on the structure of online business models for delivery and offers suggestions for online food business undertakings.

Keywords: business crises, online food delivery services, business models, online food business, Small and Medium-Sized (SMEs)

INTRODUCTION

COVID-19 significantly changed how businesses work, forcing many conventional physical establishments to shut down their operations and transition to an online model. Businesses must react rapidly to the changing market conditions because of the pandemic, which has

intensified the shift to shopping online. As a result of COVID-19, Socially and economically, systems worldwide are facing a "new normal," including changes to how people move around, connect, and engage in business, which led to a corporate crisis breakout and the ensuing administration restrictions. (Hadjielias et al., 2022). In the study of the author

(Alves et al., 2020), it is claimed that a crisis is described as "an unanticipated event that poses a financial and operational danger to an organization's operations." Most nations have reacted by tightening international boundaries, excluding, and restricting areas or cities, enforcing curfews, mobility restrictions, and physical isolation, prohibiting meetings and activities, and attempting to limit how enterprises can function, including suspending non-essential ones. It has seen the effects of the business crisis reduce social ties, which resulted in the closure of many food services and the adaptation of others to the new reality.

Moreover, the prevalence of online business during this crisis presents diverse business models that can be adopted by business owners. A business must be innovative to create value for their products or services for consumers to purchase. These innovations were evident in social media platforms. The most common approaches are creating Facebook Pages and then posting the goods or products offered. Also, several businesses resort to Live streaming to have direct interaction with online customers at the actual time. In addition, according to (Pinheiro de Souza et al., 2022) despite the business crisis, some food businesses have turned to platform-based business models as a strategy for online selling.

Foodservice is a fast-paced industry that encompasses both commercial (restaurants, coffee shops, hotels) and institutional (hospitals, schools, and other institutions). Thus, people now turn online to shop and buy or deal with business matters because it is the most accessible alternative. However, among these businesses, the food sector is one affected by the issues and challenges, particularly the present business models that are not suitable because of the COVID-19 business crisis. Hence, in this emergency,

every business must create its value proposition for business models for their products or services for consumers to create profit for the business. In their research, Mohanavel and Gomathi (2018) claimed that to meet client expectations, a company must develop a creative business model as a strategy and use a business model as a description of how it develops, distributes, and captures value. Furthermore, business models are defined as "the blueprint for putting a strategy into action in a company," and they aid in defining the fundamental logic of how a company aims to become profitable. It is also evident that adopting and shifting business models now in an online business context requires creating innovations evident in the social media platforms, and the most common platforms used were creating Facebook pages and then posting the goods or products offered. About business crises that cause changes in business operations, specifically in online food services, particularly in Balanga City, Bataan, the researcher intends to further assess the business models as a strategy for online food services.

By assessing the business models as strategies in terms of the online food business context, the study will offer information and knowledge to every business in attempting to manage the pandemic's shifting business operations through the researcher's goal to provide a framework of online business models that will benefit the current businesses, particularly in online food services.

RESEARCH METHODOLOGY

The paper presents the methods and techniques, population and sample, research instrument, construction and validation of the instrument, data gathering procedure, and statistical treatment of data.

Methods and Techniques

The study undertakes the principle of survey descriptive research design since it assessed the business models used by online food businesses during a pandemic. The researcher utilized this design to answer the objectives and questions of the study. According to (survey planet, 2023), rather than attempting to explain why a phenomenon occurs, survey descriptive research is a quantitative approach that concentrates on the characteristics of a phenomenon. The information obtained in this study from a survey descriptive questionnaire was statistically analyzed, gaining priceless market knowledge.

Moreover, conducting survey descriptive research is the best strategy to learn more about this topic and provide a solid foundation for future studies. This study involves quantitative research methods, particularly on the research questions, hypotheses, and variables; instruments, open-ended questions, and reliability; statistical analysis and generalizability. Hence, replicability; control, and lack of bias are all important factors. (McNabb, 2018). In a data collection approach, the researcher used a survey method to collect data. Furthermore, the study focuses on quantitative data analysis approaches. The quantitative data analysis comprises a thorough review and interpretation of figures and numbers as well as an attempt to uncover the explanation behind the terms of statistical analysis.

Population and Sample

On the other hand, the population and study varied according to the research design approach used by the researcher. The study examined small samples using purposive sampling of different food service businesses with physical and virtual stores and was conducted in

Balanga City, Bataan. The study is based on a face-to-face survey of various managers chosen based on online food service businesses. When it comes to the participants, the researcher selected each business owner from a list provided by the Municipality of Balanga's City License, Permit, and Franchising Office and Food and Dining Experience Balanga City directory website. Only businesses that cater to online food services businesses were chosen as participants. To preserve secrecy, the researcher maintains the confidentiality of business identities.

The study sample of the population consists of 100 respondents. Likewise, participants are chosen from within the organization of personnel or staff and owners. In addition, the research instrument is by the research design approach, the study used descriptive survey quantitative methods. The research instruments used may produce results based on the research approach to data analysis. Furthermore, because the research instruments contain open-ended questions, the researcher preferred to have a face-to-face personal survey for a better and faster gathering of information, and the researcher can assist respondents with some research topics in depth by asking.

Research Instrument

The research instrument is a self-made questionnaire form that will be guided and checked under the researcher's advisers' guidance. The structured questionnaire was made by combining information from books, magazines, journals, and published and unpublished research articles.

Additionally, it was written in a general format and open-ended questions and crafted according to its validity and reliability. Whereas in terms of, the construction and validity of research instruments, it utilized the secondary data

from records and papers, journals, and eBooks used in the gathering of quantitative data, the primary data for the study is obtained through quantitative data analysis (survey) using questionnaires.

Construction and Validation

The construct validity of the research instruments used in the methods was checked by research professionals and statisticians before being administered. The research instruments were also validated using a validation sheet tool, which included an ethical consideration with the attachments of the informed consent form in English versions, to comply with the research ethics in crafting the self-made material. The validation of the research instrument closely follows the expert validators' comments and suggestions, to ensure the validity and reliability of the study. The data gathering procedure Before undertaking the data gathering, the researcher secured a consent letter from the Department of Education, the dean of the Graduate School of Bataan Peninsula State University from the mayor of Balanga City, and the City License, Permit, and Franchising Office to seek permission to get the list of registered businesses and to conduct the data gathering.

Data collection

Moreover, the data collection process inclusion criteria for the study were to obtain a list of legitimate online food service business respondents from the City License, Permit, and Franchising Office in Balanga City. Additionally, the researcher will consider getting some of the data through the website balanga.com.ph/business-directory/food-and-dining-experiences as additional participants.

On the other hand, participants chosen as respondents will have consent during the study for the agreement to collect data voluntarily and keep the collected data anonymous. In addition to acquiring the respondents, in terms of data gathering, the researcher conducts a face-to-face personal survey. Likewise, the respondents are aware that data is discarded once it is done. The study was completely voluntary, and individuals who chose not to participate had no negative impact on their environment, and they were free to quit at any time. In addition, the researcher promised that the information and data gathered would be kept private and protected by a strict privacy policy. In data analysis, the study employed a quantitative approach in business and management research. The study employs its data collection method to address the research question and analysis processes (Saunders et al., 1970). The study collected quantitative data using survey questionnaires and statistical (quantitative) procedures.

Statistical treatment of data

The quantitative approach uses the appropriate statistical tools utilizing the Statistical Software of Statistical Package for Social Science (SPSS) with version 25. In terms of describing the business profile, respondents' frequency and percentage were used.

The results of the statistics were described based on the outcome of the results; for some, corresponding descriptions were used. On top of that, the researcher ensures to follow the ethical considerations while conducting the study. Hence, exercising the significance of research misconducts, in a sense a researcher, in terms of the face-to-face personal survey, conducted a study to ensure that the data collected from

respondents was accurate in terms of their thoughts, ideas, and beliefs on the subject. Furthermore, the researcher verifies that the study is free of any falsifications in the research materials used and that the data collected is accurate. The researcher also acknowledges and credits other authors, as well as appropriately citing them, to ensure that the work is free of plagiarism.

RESEARCH FINDINGS

The presentation of data analysis focuses on details of the Part I. respondents' business profile in terms of food products offered, Length of operations, average monthly income, number of employees, and asset size. Part II. respondents describe their business experiences during the pandemic in terms of; Business Strategies used, E-Commerce Sites, Social Media platforms, and Food Delivery Services.

Table 1.

Respondents Business Profile

Indicators	Frequency	%
Food Products Offered		
Baked Goods	20	19.9
Milk Tea	19	18.9
Coffee	7	7.4
Desserts	8	8.04
Fast Food	46	45.6
Total	100	99.84
Number of Employees		
1-9	60	59.5
10-99	16	15.6
100-199	5	5.0
200-above	19	19.5
Total	100	99.6
Length of Operation		
Less than 1 year	17	16.8
1-2 years	30	29.6
2-3 years	21	21.2
4-5 years	15	15.3
6 years up	17	16.9
Total	100	99.8
Average Monthly Income		
6,000-15,000	9	8.5
16,000-25,000	9	9.05
26,000-35,000	31	31.4
36,000 above	51	50.8
Total	100	99.75

Asset Size		
Up to 3,000,000(micro)	49	48.9
3,000,001-15,000,000(small)	43	42.9
15,000,001-100,000,000(medium)	5	5.0
100,000,001 up (large)	3	3.0
Total	100	99.8

The table above presents the food products offered. Fast food got the highest percentage, with the equivalent of 45.6 percent, baked goods at 19.9 percent, milk tea at 18.9 percent, desserts at 8.04 percent, and coffee at 7.4 percent. This illustrates the highlights of the food products offered. It has been noticed that fast food is the dominant among the food products offered, and the least of them is coffee. Additionally, according to Femi-Oladunni et al. (2022), unquestionably, as one of the most dynamic industries in the world, the food industry contributes significantly to a country's economic growth.

In addition, based on the table above, shows that the number of employees in the 1–9 range got the highest percentage with an equivalent of 59.5 percent, the 200–above range at 19.5 percent, the 10–99 range at 15.6 percent, and 100–199 got the lowest percentage with an equivalent of 5.0 percent. This illustrates that among the range of employees, it has been described that the 1–9 range dominates the total number of employees, and the least number of them is 100–199 employees. Furthermore, as the author Cho, Lee, & Winters (2020) states the number of employees must be based on the scale of the food business. Too many hired employees are disadvantageous to the revenue of the establishment. However, the pandemic's decline is manifested as an increase in unemployment, a decline in the labor force, and an increase in the number of people leaving their jobs.

Furthermore, based on the table above, shows that the length of operation in the 1-2 year range got the highest

percentage with an equivalent of 29.6 percent, in the 2–3 year range at 21.2 percent, in the 6 year range at 16.9 percent, in the less than 1 year range at 16.8 percent, and in the 4-5 year range got the lowest percentage with an equivalent of 15.3 percent. This illustrates that among the length of operation, it has been described that the 1-2 year range dominates the length of operation, and the least of them is the 4-5 year range.

Likewise, based on the table above, shows that the Average Monthly Income in the 36,000 above range got the highest percentage with an equivalent of 50.8 percent, in the 26,000-35,000 range at 31.4 percent, in the 16,000-25,000 range at 9.05 percent, in the 6,000-15,000 range got the lowest percentage with an equivalent of 8.5 percent. This illustrates that among the average monthly income, it has been described that the 36,000 above range dominates the average monthly income, and the least of them is the 6,000-15,000 range. Shinozaki & Rao (2021) showed that the Philippines had an 84% success rate involving food businesses earning desirable monthly income/ revenue. However, it dropped down to 20% due to the prolonged lockdown.

Additionally, based on the table above, shows that the Asset size in the up to 3,000,000 (micro) range got the highest percentage with an equivalent of 48.9 percent, the 3,000,001-15,000,001 (small) range at 42.9 percent, the 15,000,001-100,000,001 (medium) range at 5.0 percent, and 100,000,001 up got the lowest percentage with an equivalent of 3.0 percent. This illustrates that among the asset size, it has been described that the up to 3,000,000 (micro) range dominates the asset size, and the least number of them is 1,000,001 up (large). Moreover, all businesses, including food industries, possess assets that vary in size. An asset is defined in business jargon as the property

owned by a company or an entrepreneur with high value that meets the standards of commitments, legacies, and even debts.

Business Strategies

Table 2.

E-Commerce Sites

Indicators	Frequency	%
Use of Social Platform	17	16.9
Set up of online store.	21	20.7
Partnership with food delivery services	11	11.1
Partnership with distributors	20	20.0
Change in food products offered.	17	16.9
Change in market.	11	11.3
Transition to remote set-up	3	3.3
Not applicable	0	0.0
Total	100	99.9

The table above presents the E-commerce sites classified into seven, use of social platform, set-up online store, partnership with food delivery service, partnership with distributors, change in food products offered, change in market, and transition to remote set-up. Most of the e-commerce sites are partnerships with distributors with 20 respondents and the least is the transition to remote set-up with 3 respondents. Similarly, the table shows that partnership with distributors has 20.0 percent, while the transition to remote set-up has 3.3 percent. This illustrates the dominance of e-commerce sites in partnership with distributors. This (E-Commerce) online platform provides the possibility to engage customers in a personalized and interactive manner (Kedah, 2015). In the times of COVID-19, placing an order online is the most efficient way to sidestep actual customers. This provides busy people with the added benefit of being able to place their orders from the comfort of their own homes or places of business.

On top of that, it was found by Jlková and Králová (2021 in Montaño, 2022) that

consumers of all generations were more willing to make purchases of products and services digitally. Many businesses have found that adopting social media as a tool has been beneficial since it enables them to better understand what customers want and to base their decisions on the information obtained from doing so (Itliong, 2020)

Table 2.1

Social Media Platform

Indicators	Frequency	%
Facebook Marketplace	52	51.9
TikTok Shop	15	15.2
Instagram Business Account	33	32.2
Total	100	99.9

Based on the above table, shows that among the Social Media Platforms used, Facebook Marketplace with 51.9 percent, Instagram Business Account with 32.2 percent, and TikTok shop with 15.2 percent. This illustrates that among the social media platforms, it has been described that Facebook Marketplace dominates and the least of them is TikTok Shop. On the other hand, Prasasti & Parahiyati (2021) furthered that over the past few years, there has been a growing trend toward utilizing social media platforms as a tool for marketing purposes. In times of the COVID-19 pandemic, food industries are now clinging to the free use of social media platforms such as Facebook, YouTube, and Instagram. Furthermore, People who are users of social media have also grown in number significantly. Verdin, et al. (2022) supported that customer satisfaction is an indicator of a successful food delivery service as well as a measure of the success of a business.

Table 2.2

Food delivery Services

Indicators	Frequency	%
Food Panda	32	31.7
ManganPH	0	0
Grab	33	33.4
IBT Online Delivery Service-Bataan	10	9.5
Balanga Food Delivery Day n' night food delivery	16	16.2
C&K midnight food delivery service-Balanga	4	4.2
For others, please specify	5	4.9
Total	100	99.9

The table above illustrates that the table shows food delivery services classified into seven, Food panda, ManganPh, Grab, IBT online delivery service, Balanga food delivery, day and night food delivery, and C&K midnight food delivery service. Most of the Food delivery services used are Food Panda with 32 respondents and the least is the day and night food delivery services with 4 respondents. Similarly, the table shows that Food Panda has 31.7 percent, while the C&K midnight food delivery service has 4.2 percent. There has been an upsurge in the number of individuals using online food delivery services to place food orders (OFD) during the past year all over the globe. According to Cho, et al. (2019), OFD is an innovative approach that gives customers access to a broad variety of food options that they can purchase through various online platforms. Both the restaurant's online platform and an independent third-party platform are available for use in the process of placing orders (Li, et al., 2020).

Business Models

Table 3.

Disruptive Business Models

Indicators	Yes		No	
	F	%	F	%
E-Commerce Model				
Do you have an online store where you sell your goods?	86		14	
Do you accept credit card or third-party payment services from clients?	85.7		14.3	
Marketplace Model	75	74.9	25	25.1
Do you use digital platforms to connect with buyers?				
Traditional Dark Kitchen	100	100	0	0
Does your business use a single kitchen location without offering a dining room during a pandemic and sell food products exclusively through delivery?	65	64.8	35	35.2

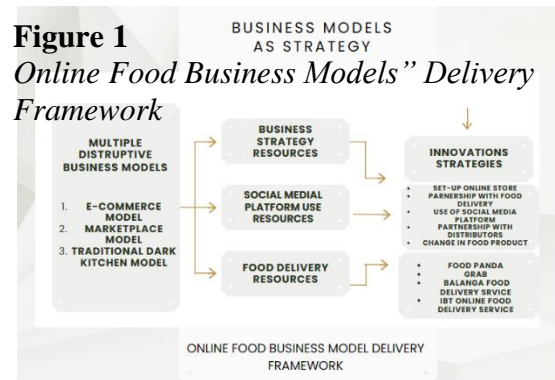
The table above illustrates that the table shows Disruptive Business Models classified into three, E-Commerce model, Marketplace model, and Traditional Dark kitchen. Most of the disruptive business models used are E-commerce model with 85 respondents and the least is the Traditional Dark Kitchen with 65 respondents. Similarly, the table shows that E-Commerce has 85.7 percent, while the Traditional Dark kitchen has 64.7 percent.

According to Fasnacht (2020), Technology advancements have the effect of spurring the development of disruptive business models. These systems' main objective is to suggest a single value to the newly served market. These approaches' objective is to modify the business frameworks to what is being provided and to seize possibilities that come along because of the process of redesigning.

DISCUSSION

The Study's Inputs on Food Business Models' Delivery of Better Outcomes During Business Crisis.

The findings illustrate the inputs on food business models' delivery of better outcomes during business crises. The researcher proposed and developed an online food business model's delivery framework that can be useful in times of business crises. See the figure below.



The figure illustrates the development of framework in an Online Business Models' Delivery. The center of the framework indicated the business models as a Strategy used during post-pandemic which serve as the basis for inputs on food business models' delivery of better outcomes during business crises. Based on to the first column of box there are suggested multiple descriptive business models used during pandemics, the E-Commerce, Marketplace, and Traditional Dark Kitchen Models', with regards to these the Business Model Theory acquisition by Alexander Osterwalder and Yves Pigneur. According to the notion, business models should be carefully constructed and updated on a regular basis because they are crucial to creating and capturing value inside a firm. Furthermore, there are aspects of a business theory that complement what is happening in the current business.

The second column of boxes adopted the Resource-Based View Theory (RBV)

showing the idea further asserts that to maintain a competitive edge, business resources must be used effectively and efficiently. In accordance with the resource-based viewpoint, a business's resources and capacities may give it a competitive edge and contribute to its future growth; these are seen in business strategy, social media platforms used, and site and delivery services, emphasizing the important resources needed during the pandemic. Because of the current business crisis, there is a need for innovation that takes time to emerge. These resources were accompanied by different actions as innovations to do for online food delivery for future outcomes during pandemic. The theory can apply or use innovation via social media systems in line with their products and services as well as in the methods and concepts of creating the blueprints of the business in their business models (Osterwalder, A., & Pigneur, Y., 2010).

The following were the suggested innovations for Business Strategy resources i). set-up online store ii). partnership with food deliveries iii). used of social media platform iv.) partnership with distributors and v). change in food products. Likewise, for Social Media Platform Site resources (i). Facebook Marketplace (ii). Additionally, for Social Media Platform Use (i). Facebook Page (and ii). Instagram and lastly, the Delivery service resources (i). Food panda (ii). Grab (iii). Balanga Food Delivery Service (and iv). IBT online food delivery service. Overall, the framework that has been proposed and developed will be valuable in terms of business models as a strategy to be used to online food delivery services for sudden challenges due to business crises.

Implications to Food Businesses

The study input in terms of food business models' delivery will help the

current situation of the businesses to survive and be competitive in the market, specifically at this time of business crisis, wherein the market condition is still considered in the post-pandemic situation, which may help online food businesses strive and achieve, find solutions to stay focused, and in operations. The study's input, particularly developing the business model design, will help small and medium businesses keep track of their businesses and become successful, especially in this time of business crises. This input can be utilized by SMEs as a basis for keeping their businesses alive and successful.

CONCLUSION

Summary

For this study, the use of a descriptive-survey quantitative research design will enable the researcher to develop a framework of business models that can be applied in pandemic crises and furthermore, assess a deep understanding of the business models used by online food businesses in these situations. The study aims to assess the business models used by online food businesses during pandemic.

Specifically, the study is focused on addressing these questions:

1. How may the respondents describe their business profile in terms of:
 - 1.1 Food Products offered.
 - 1.2 Length of Operations
 - 1.3 Average Monthly Income
 - 1.4 Number of Employees
 - 1.5 Asset Size
2. How may the respondents describe their business experiences during pandemic in terms of:
 - 2.1 Business Strategies used.
 - 2.2 E-Commerce Sites
 - 2.3 Social Media Platform
 - 2.4 Food delivery services
3. How may the respondents describe the business model used during pandemic in terms of:

3.1 Disruptive Business Model Used

This study concludes that the business profile respondents selected by respondents was Fast Food for product offered, 1-9 range of employees for total number of employees, 1-2 years range of length in operations, and up to 3,000,000,001 for micro in asset size of every business. On the other hand, in the business experience during pandemic the business strategies most used was E-Commerce, Social Media Platforms and Delivery Food Services. Likewise, in terms of business models used during pandemic it highlights the Disruptive business models such as the E-Commerce model, marketplace model and traditional dark kitchen model.

Recommendation

The study's recommendations on business experiences during pandemic in business strategies used, for E-Commerce it is advised that companies keep looking into and spending money on digital solutions to adjust to the shifting nature of the business environment. Maintaining operations and expanding the consumer base may benefit through partnering with other partners. As the COVID-19 epidemic persists, companies must ought to keep trying different approaches to overcome the challenges they will encounter. Since opening online stores is the most often discussed approach to overcoming commercial obstacles, it is advisable for businesses that haven't done so yet might think about doing so. For social media platforms used, businesses must try to make an investment in their online business and develop a social media strategy that can take advantage of the prevalence of social media platforms to increase product sales. From the outset, they can utilize the different social media channels that are most used by their target market and produce brand-consistent,

create interesting content on the channels to win over customers' trust and loyalty.

Moreover, for Food delivery services, it is advised that companies assess different food delivery services and select the ones that best meet their requirements. Additionally, it's critical to keep lines of communication open with these delivery services and make sure that the products are correctly wrapped and delivered. To boost sales, companies should think about providing deals or discounts to clients to encourage them to place orders via channels.

Hence, the study's overall contributions will assist businesses in adopting business models suitable for Balanga City's online food services.

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