

Brevet de Technicien Supérieur  
**MANAGEMENT EN HÔTELLERIE RESTAURATION**  
**Options A - B - C**

Épreuve écrite E2  
U21 – Langue vivante étrangère **A**  
**ANGLAIS**

Durée : 2 heures

Coefficient : 2

L'usage d'un dictionnaire unilingue est autorisé.

Les dictionnaires numériques sont interdits.

Tout autre matériel est interdit.

Dès que le sujet vous est remis, assurez-vous qu'il est complet.

Le sujet se compose de 3 pages, numérotées de 1/3 à 3/3.

BTS Management en hôtellerie restauration – Options A - B - C		Session 2021
U21 - Langue vivante étrangère A - ANGLAIS	Code : MHRU21 AGL	Page 1/3

## FARM TO TABLE? MORE LIKE GHOST KITCHEN TO SOFA

New York City is the country's largest market for food delivery, and demand is only growing. [...] Efficient systems like those created by food delivery apps could be shuffled<sup>1</sup>: more players added, more capital derived.<sup>2</sup>

5 A means through which investors stand to make more money from food delivery has manifested in the city and will multiply in 2020.

The means is a type of business called a ghost kitchen. These are food establishments, usually fast-casual, that make meals that can be purchased exclusively with a delivery app like Seamless, GrubHub, DoorDash or Uber Eats. Ghost kitchens can house extensions of existing restaurants or new brands.

10 But customers cannot order takeout, and they cannot eat in a restaurant attached to the kitchen.

The moneymaking part is in the bundling:<sup>3</sup> several ghost kitchens can exist within the same physical kitchen, sharing ingredients and equipment and cooking staff used to supply multiple restaurant brands. (In practice, this means that a customer can order Indian food, 15 burgers or falafel, all from different restaurants, but the food is all coming from the same address.)

Ghost kitchens are popping up around Europe and in West Coast cities. In New York their physical presence may go unheralded:<sup>4</sup> just another anonymous building, closed to passers-by, perhaps where a restaurant used to be.

20 Ghost kitchens come with a dose of big tech energy in the form of marquee names: Travis Kalanick, the former chief executive of Uber, has been working on CloudKitchens, a ghost kitchens startup.

Mr. Kalanick has been quiet in the press about the project; he did not respond to a request for comment. Saudi Arabia's sovereign-wealth fund, a major Uber backer, has reportedly 25 invested \$400 million in the new company.

And Reef Technology, a startup in Miami that counts ghost kitchens among the several businesses it operates, attracted funding from SoftBank, which helped bankroll<sup>5</sup> Uber and WeWork.

30 Reef is already operating two kitchens in New York. They look like food carts, but, of course, a person without a smartphone cannot order food from them.

"While New York is a convenient city to get around in, it isn't always necessarily a pleasant city to get around in," said Jim Collins, the chief executive of Kitchen United, a company in Pasadena, Calif., that plans to open 11 ghost kitchens in Manhattan in the next few years. That's why, Mr. Collins said, delivery caught on in New York, so consumers would not have 35 to "go brave the streets themselves." [...]

*The New York Times*, Dec. 24, 2019

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<sup>1</sup> shuffled: transformed

<sup>2</sup> more capital derived: more money obtained from investors

<sup>3</sup> bundling: grouping

<sup>4</sup> unheralded: unnoticed

<sup>5</sup> to bankroll: to finance

**I. COMPRÉHENSION (20 points)**

Vous ferez en français un compte rendu rédigé pour rendre compte des éléments essentiels du texte.

**II. EXPRESSION (20 points)**

Vous traiterez le sujet suivant en anglais.

**You are Jeremy DOBBS, a chef who has decided to start a ghost kitchen. Write an E-mail to your potential business partners to explain the advantages of the concept.**