

Multi-Brand Awareness Strategy as a Resilience Capital Builder in Indonesia's Cloud Kitchen Ecosystem: A Case Study of The Daily Company

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Abstract

This study examines how a multi-brand awareness strategy can shape resilience capital in the cloud kitchen ecosystem in Indonesia through a case study of The Daily Company (DailyCo), which manages more than nine virtual brands without cannibalization. Using a qualitative case study-based approach, data was obtained through in-depth interviews with central management and PICs of four selected sub-brands (DailyBox, BreadLife, Ayam Blenger PSP, and Nasi Tempong PNS). Thematic analysis shows that DailyCo implemented a brand awareness strategy based on strategic centralization (loose-tight structure) with sharp positioning differentiation from the planning stage, intensive utilization of TikTok Shop as the most cost-effective channel in 2025, and long-term influencer collaboration. This strategy successfully activated the six resilience capital clusters according to Rahman et al. (2024), namely human, psychological, social, health, technological, and economic capital, within the dynamic capabilities framework described by Teece et al. (2009). The findings demonstrate that multi-brand awareness is no longer merely a marketing function, but rather serves as a resilience capital multiplier that allows DailyCo to remain expansive (200+ outlets in 25 cities) with 100% internal funding amidst disruptions in delivery platform algorithms and intense digital competition. This research enriches the Indonesian cloud kitchen literature with the perspective that systematically integrated and differentiated brand awareness management is one of the strongest forms of resilience capital for multi-brand virtual restaurant operators in the digital culinary era.

Keywords: Cloud Kitchen, Brand Awareness, Multi-Brand Strategy, Resilience Capital.

1. Introduction

The surge in food and drink intake in Indonesia, fueled by growing earnings, shifts in daily habits, and city-based financial expansion, has generated notable prospects for the country's food sector, with an anticipated market size of IDR 450 trillion by 2023 (Central Bureau of Statistics Indonesia, 2025). However, businesses are often constrained by limited commercial land in urban centers such as Jakarta, Bandung, and Surabaya. According to the Commercial Property

Development Report (PPKOM) for the second quarter of 2024 published by Bank Indonesia, commercial property rental prices increased by around 2.32% year-on-year (yoY), with a projected increase of 1-2% until 2025. Furthermore, rental demand increased by 4.00% year-on-year, and business space occupancy rates have reached 85-90% in major urban areas (Bank Indonesia, 2024). This situation makes it difficult for MSMEs to expand their businesses because the conventional restaurant model requires large physical spaces, with 70% of culinary MSMEs reporting land access as a major obstacle (Mawahib et al., 2025). Thus, innovative alternative solutions are needed to address these challenges.

One appropriate option is the cloud kitchen. A cloud kitchen is a commercial kitchen facility specifically designed to produce food solely for online orders (delivery), without providing a physical dining space, thus significantly reducing overhead costs and increasing operational efficiency (Fridayani et al., 2021). This model includes three main types: independent kitchens, multi-brand kitchens, and shared kitchens (Dhandy et al., 2023). Its main advantages include significant savings in rent, decoration, and labor costs, as well as the flexibility to choose a location in the suburbs with optimal logistics (Susilowati et al., 2021). Unlike conventional restaurants that rely on physical visibility and in-person interactions, cloud kitchens operate entirely digitally, making brand awareness through digital marketing, such as targeted advertising, social media content, and GoFood/GrabFood optimization, a key foundation for success in overcoming brand invisibility (Susilowati et al., 2021).

In the cloud kitchen ecosystem, brand awareness plays a far more crucial role than in conventional businesses because it is the sole point of contact with consumers. Aaker (1991) stated that brand awareness can increase consumer preference by up to 50% compared to competitors. Low brand awareness in deliveryonly businesses can lead to a significant decline in market share (Statista, 2023). Conversely, strong awareness has been shown to strengthen reputation, loyalty, and business resilience amid disruption (Herhausen et al., 2020; Rahman et al., 2024). The main challenge is brand invisibility due to the lack of physical contact, so digital differentiation strategies, such as unique logos, packaging, online campaigns, and cross-promotions, are key to driving recognition, recall, and repeat orders (Karam & Saydam, 2015; Mawahib et al., 2025).

Tualeka's (2024) study shows that the multibrand virtual restaurant model in the cloud kitchen ecosystem can increase efficiency and competitiveness by managing multiple brands within a single shared kitchen system. These findings align with those of Fridayani et al. (2021) and Susilowati et al. (2021), who stated that cloud kitchens are an innovative strategy for digital culinary players in Indonesia to reduce operational costs, eliminate the need for physical dining rooms, and expand online market reach through collaboration with delivery platforms such as GoFood and GrabFood. One successful example of this model in Indonesia is The Daily Company (DailyCo), a multi-brand F&B operator that manages more than nine brands: DailyBox, Shirato, BreadLife, Antarasa, Hi George!, Ayam Blenger PSP, Tempong PNS, and others, with a network of more than 200 outlets in over 20 major cities (DailyCo, 2025). Starting as a pure cloud kitchen model in 2018, DailyCo has now evolved into a hybrid network that combines a central kitchen, online channels, and select physical outlets to maximize efficiency and strengthen the brand's presence in the national market. This success confirms that the cloud kitchen-based multi-brand model is effective in building brand awareness across segments, making it one of the best benchmarks in branding and operational strategy in Indonesia's digital culinary ecosystem.

Dynamic capabilities theory states that organizations must respond quickly to environmental changes to maintain a competitive advantage, especially under extraordinary circumstances (Teece et al., 1997). More specifically, to maintain sustainability, organizations need to be able to develop dynamic capabilities by integrating their capabilities to reconfigure internal and external competencies (Teece et al., 1997, p. 516). Based on Teece et al.'s (1997) thinking, Rahman et al. (2023) proposed a resilience roadmap with a recovery-based framework. The roadmap outlines six resources or clusters that are prominent in building resilience processes: health capital, psychological capital, human capital, social capital, technological capital, and

economic capital. These are implemented through six resilience capital applications and grouped into two recovery-based framework strategies (Rahman et al., 2023). Each dimension contributes to shaping a company's adaptive capacity to crises and changes in the business environment.

Several studies have explored the operational efficiency of cloud kitchens (Gani et al., 2023; Tualeka, 2024); however, no study in Indonesia has in-depth examined the role of brand awareness strategy in the multi-brand virtual restaurant model in shaping resilience capital, particularly through an integrated approach of the dynamic capabilities framework (Teece et al., 1997) and resilience capital clusters (Rahman et al., 2023). This study aims to fill this gap by analyzing the case of PT The Daily Company (DailyCo), which successfully managed nine different brands without internal cannibalization, despite facing disruptions in delivery platform algorithms in the 2023 2025 period. DailyCo is an interesting representation of the transformation of cloud kitchens into a hybrid ecosystem that combines a central kitchen, digital channels, and a physical outlet presence, while maintaining strong differentiation between brands. Based on the dynamic capabilities framework (Teece et al., 1997) and resilience capital (Rahman et al., 2023), this study explores the process of developing a brand awareness strategy to increase visibility and consumer trust, as well as its contribution to strengthening resilience capital in the DailyCo multi-brand ecosystem. Therefore, the main objective of this study is to understand how brand awareness management in a multi-brand cloud kitchen business can strengthen resilience capital within the DailyCo ecosystem.

2. Literature Review

Dynamic Capability Theory

Dynamic capability theory, as proposed by Teece et al. (1997), emphasizes that organizations need adaptive capabilities to respond to environmental changes to maintain competitive advantage, especially under conditions of uncertainty. This theory focuses on an organization's ability to integrate, build, and reconfigure internal and external competencies in the face of rapidly changing market dynamics (Teece et al., 1997, p. 516). Dynamic capabilities encompass three main processes: sensing to recognize opportunities and threats, seizing to capitalize on opportunities, and transforming to undertake continuous transformation to stay aligned with environmental changes. In the context of brand awareness, these capabilities help organizations maintain brand visibility and relevance amidst changing consumer preferences.

Rahman et al. (2023) developed a recovery-based resilience model inspired by the concept of dynamic capabilities. This model identifies six resource clusters as the foundation of organizational resilience: health, psychological, human, social, technological, and economic capital. These capitals contribute to shaping an organization's adaptive capabilities when facing crises and dynamic business environments. In the context of brand awareness, this resilience capital supports organizations in maintaining and increasing brand awareness through strategies such as leveraging technology for digital campaigns, social networks to expand reach, and human and financial resource support for marketing innovation. The integration of dynamic capabilities and resilience capital not only strengthens organizational resilience but also supports the development of sustainable brand awareness.

Cloud Kitchen Research and the Position of This Study

Cloud kitchens, also known as ghost kitchens or virtual kitchens, are a modern culinary business model focused on producing food for delivery or takeout orders without providing on-site dining facilities (Adnyana & Iswanto, 2021). This concept utilizes digital platform technology such as food delivery apps to increase operational efficiency, reduce physical space rental costs, and expedite service to consumers (Susilowati et al., 2021). This model is increasingly relevant in the postCOVID-19 pandemic era when demand for food delivery services has increased sharply (Kanara, 2022; Statista, 2023).

In general, cloud kitchens are classified into three main types: independent kitchens with a single brand, multi-brand kitchens that manage multiple brands within a single operational system, and shared kitchens, which are widely used by MSMEs (Dhandy et al., 2023). The development of cloud kitchens in Indonesia is supported by various operators, such as Hangry, Yummy Corp, and Sagala Group, which implement both shared and multi-brand kitchen models.

In the context of multi-brand kitchens, one prominent example is Daily Company (DailyCo), founded in 2018 and now managing nine brands within a single digital culinary ecosystem: Dailybox, Shirato, Breadlife, Delico, Antarasa, Hi George!, Ayam Blenger PSP, Tempong PNS, and Dailymeals. This business model integrates centralized kitchens, online channels, and physical outlets, not only increasing production efficiency but also strengthening brand awareness across brands through digital strategies, consistent visual identities, and cross-brand promotions.

Integrating Brand Awareness Strategy to Build Resilience Capital in the Cloud Kitchen Industry

In the highly dynamic cloud kitchen industry, which relies heavily on digital platforms, brand awareness strategy plays a crucial role in building organizational resilience capital. Through a dynamic capabilities framework encompassing sensing, seizing, and transforming (Teece et al., 1997), companies can strengthen resilience capital, including social, technological, and economic capital (Rahman et al., 2023). Increasing brand awareness not only broadens brand visibility through digital campaigns, cross-brand promotions, and collaborations with food delivery platforms but also builds stable consumer loyalty that is adaptive to fluctuations in market demand.

Several international empirical findings support this relationship. Rahman et al. (2023) found that brand reputation, including brand awareness, significantly contributed to business resilience during the pandemic ($\beta = 0.513$, $p < 0.001$). Research by Breier et al. (2021) in Germany showed that hospitality companies with strong brand awareness were able to mitigate the impact of revenue declines during COVID-19 by up to 40-60% through rapid adaptations such as pivoting to digital services, which strengthened customer trust and organizational resilience amidst uncertainty. In the restaurant sector, a study by Kim and Jang (2022) in South Korea demonstrated that brand awareness integrated with anthropomorphic and digital strategies increased customer revisit intentions by up to 55% post-pandemic, with a stronger effect on lower-income groups, thus strengthening loyalty and the likelihood of business continuity when physical operations are disrupted. This combined evidence confirms that brand awareness is not simply a communication tool, but rather a strategic asset that strengthens an organization's resilience capital in times of uncertainty.

In the context of cloud kitchens, high levels of brand awareness have been shown to drive repurchase intention, increase digital word-of-mouth, and reduce reliance on paid promotions. Brand awareness also enables companies to adapt more quickly through data-driven menu innovation and cross-platform collaboration (Suryanto et al., 2020). Branding strategies integrated with social media, data-driven personalization, and the use of analytics technology have been proven to increase customer engagement by 25-30% and reduce churn rates by around 15%, thereby directly strengthening the psychological and human capital that underpin operational resilience (Kusumawardhani & Pratama, 2023).

A concrete example of this strategic integration can be seen at PT The Daily Company (DailyCo) in Indonesia. By managing nine brands within a single digital ecosystem, DailyCo has successfully built brand awareness across segments through a combination of digital marketing, customer experience, and data-driven menu innovation. Successful expansion to more than 25 cities demonstrates that brand awareness serves as a catalyst for building resilience capital, enabling the company not only to survive market disruption but also to strengthen its long-term competitiveness in Indonesia's digital culinary ecosystem. Therefore, there remains a research gap regarding how strategic integration of brand awareness specifically shapes resilience capital in the context of cloud kitchens in Indonesia, where operations are entirely digital and highly vulnerable to platform disruption, algorithm changes, and consumer demand dynamics.

3. Research Methods

Research Design

This study uses a qualitative approach because it focuses on understanding in-depth the strategies and processes of building brand awareness in the context of multi-brand cloud kitchens in Indonesia. This approach allows researchers to interpret the meaning behind the communication strategies, consumer perceptions, and brand resilience implemented by the company. According to Moleong (2004), a qualitative approach emphasizes describing natural phenomena through descriptions of words, actions, and contextualized social interactions. The research design used is a descriptive case study, as explained by Nazir (2003), which aims to examine a specific phenomenon in depth within a real-world context. This design is appropriate because the research focuses on brand awareness strategies and their contribution to resilience capital at PT DailyCo (Sagala Group), a company that successfully manages a Multi-Brand Virtual Restaurant (MBVR) without brand cannibalization within a single virtual kitchen.

PT The Daily Company (DailyCo) was selected based on the relevance and richness of the research context, as the company serves as a concrete example of the effective implementation of a multi-brand branding strategy in the Indonesian cloud kitchen ecosystem. Since 2018, DailyCo has operated several virtual brands with different characteristics and market segments, yet maintains image consistency, consumer loyalty, and business resilience amid market changes. This makes DailyCo relevant to study in the context of the relationship between brand awareness and resilience capital.

Data Collection

Data for this study was collected through in-depth interviews and documentation. The interview process was conducted in two stages. The first stage involved interviews with central management to explore the multi-brand management structure, the company's strategic direction, and the coordination mechanisms between headquarters and sub-brands. The second stage involved interviews with the person in charge (PIC) of each sub-brand to examine operational branding strategies and efforts to increase brand awareness at the brand level. All interviews were conducted online via Zoom to accommodate informants located at different operational locations. Each interview session was recorded to ensure transcription accuracy and support the data analysis process, as recommended by Moleong (2004).

The study population encompassed all entities within DailyCo's operational ecosystem, including central management and all sub-brands, as each plays a direct role in branding decision-making and digital marketing implementation. Informants were selected using a purposive sampling technique based on their position, competency, and involvement in branding and social media activities (Sugiyono, 2019). Due to time constraints and varying levels of internal readiness, not all sub-brands could be included in the study. Therefore, the selection of sub-brands was screened using a digital population approach (Felix et al., 2016), which evaluates brands based on digital exposure indicators such as number of followers, engagement rate, and content activity. Brands with higher digital exposure are considered more representative of digital branding dynamics (Wibisono et al., 2021). Based on these criteria, four sub-brands were selected as data sources: BreadLife with approximately 71.4 thousand followers, Ayam Blenger PSP with approximately 34.1 thousand followers, DailyBox with approximately 56.7 thousand followers, and Nasi Tempong PNS with approximately 7.7 thousand followers.

In addition to interview data, this study also utilized internal company documents, digital campaign records, promotional materials, and social media performance data, including engagement rates, posting frequency, impressions, and audience responses. All data was analyzed in an integrated manner to enhance the credibility of the findings and provide a comprehensive understanding of brand awareness strategies across all sub-brands.

Research Instrument

This study used a semi-structured interview guide systematically organized around key themes adapted from the interview guides used by DailyCo's central management and the person in charge of each sub-brand. This instrument was designed in accordance with the principles of in-depth qualitative interviews to ensure the acquisition of rich and comprehensive data related to brand awareness strategies, multi-brand management, and organizational dynamics within the cloud kitchen ecosystem (Moleong, 2004). To maintain data relevance and alignment with the research objectives, interview themes were formulated using a purposive sampling perspective (Sugiyono, 2019) and contextualized within digital branding practices through a digital population approach (Wibisono & Arifianto, 2021). This approach allowed for flexibility in the research instrument while maintaining consistency across interviews and comparability of the collected data.

Interview Themes for DailyCo Central Management

The interview themes for DailyCo's central management were designed to capture the strategic and organizational dimensions of managing a multi-brand cloud kitchen. The discussion began with the overall management system, focusing on how centralized coordination is executed across sub-brands, the level of autonomy granted to each brand, and the branding communication channels used to balance control and flexibility. The interviews then delved into the overall brand awareness strategy implemented across all sub-brands, with an emphasis on brand differentiation, inter-brand synergy, and deliberate efforts to prevent internal cannibalization that could weaken brand equity. To understand strategic decision-making, the interview themes also covered monitoring and evaluation practices, particularly the use of digital data to assess brand awareness performance. Furthermore, attention was paid to establishing and monitoring product quality and food safety standards as a key foundation for building consumer trust. The interviews also addressed human resource development through continuous training and organizational adaptation in response to rapid market dynamics. Finally, the interview themes covered expansion financing strategies and economic resilience, linking capital allocation and promotional investments to achieving brand awareness goals in new markets.

Interview Themes for PICs of Each DailyCo Sub-Brand

The interviews for the person in charge of each DailyCo sub-brand focused on operational perspectives and day-to-day implementation. The discussion began with brand identity and target market definition, emphasizing the unique positioning as a key differentiator in the cloud kitchen industry. The interviews then explored digital promotion strategies and brand awareness-raising activities, including content approaches, the effectiveness of digital platforms, and collaboration between sub-brands with support from central management. The interviews also examined the implementation of product quality and food safety standards at the kitchen level, as well as consistent hygiene training to maintain consumer trust. Furthermore, the interviews covered the support and evaluation mechanisms provided by central management, particularly the use of digital data to measure brand performance. The final focus was on the sub-brands' readiness for expansion, considering the challenges of limited operational capital and promotional budgets, and how brand awareness strategies can be maintained sustainably amidst resource constraints.

Data Analysis Techniques

The data were analysed using Braun and Clarke's (2006) thematic analysis approach. This approach was chosen because it enables researchers to identify significant patterns, categories and themes within complex qualitative data. The analysis process began with familiarisation with the data, which involved rereading the interview transcripts and supporting documents to gain an understanding of the overall context. Next, the researchers coded the data by highlighting sections relevant to brand awareness strategies, branding processes and multi-brand management dynamics. These codes were then grouped into categories and organised into main themes representing emerging strategic patterns. The themes were then reviewed and refined to align with

the data and research objectives. The final stage involved thematic interpretation to answer the research questions and connect the themes to the theoretical framework used.

To enhance the credibility of the findings, the study employed source triangulation, comparing interview results, internal documents and digital data to ensure consistent information. Interviews were terminated based on the principle of information sufficiency: when sufficient information had been obtained for the research; when the main themes had consistently emerged across informants; when there were no substantial new findings; and when the required informant structure, from both central management and sub-brand representatives, had been adequately represented.

4. Result and Discussion

Result

The research findings show that DailyCo implements a brand awareness strategy through a centralized management approach while still allowing each brand room to adapt to its specific needs. This strategy allows each brand, such as DailyBox, BreadLife, Ayam Blenger PSP, and Tempong PNS, to differentiate itself through a unique visual identity, tailored communication messages, and the selection of specific marketing channels. These findings confirm that differentiation between brands is maintained without cannibalization, while centralized coordination ensures consistency of the company's core values. This strategy has been proven to strengthen organizational resilience in the face of changing delivery platform algorithms and intense digital competition.

Table 1. Interview Results for DailyCo's Central Management

Question	Answer
Multi-Brand Management System	
How does DailyCo manage its multiple sub-brands centrally?	“All of our brands are managed centrally from head office. My marketing team and I are responsible for all strategies and campaigns, both digital and offline, for all sub-brands, whether they are B2C or B2B. Each brand has a distinct target market and communication strategy. Consequently, there has never been any conflict or overlap; each brand maintains a strong identity”
How is daily coordination between Growth Marketing, Marketing Communications, and brand PICs carried out?	“My team and I handle all aspects of marketing for all brands, from developing brand strategies and creating new brands to executing marketing campaigns. Everything is handled centrally.”
To what extent do sub-brands have autonomy in identity and branding?	The centralised structure implies limited autonomy with strong central control over positioning, but this was not explicitly answered..
Cross-Brand Awareness Strategy	
What is the main strategy for cross-brand awareness?	“The key is clear differentiation. By having their own audience, products and communication style, each brand can grow simultaneously without interfering with one another. Positioning is aligned with DailyCo's core values.”
How is consistency of core values maintained across brands?	“There are no conflicts because each brand targets a different market. With centrally managed differentiation, brands are kept distinct from one another. The core values of each brand

	are preserved by designing a clear and distinct identity for each one."
How is marketing team motivation maintained?	"I emphasise two things: visible goals that people can see and feel, and crystal-clear, step-by-step directions. With these in place, the team will stay motivated and optimistic."
Monitoring & Evaluation	
How is digital data used to inform decisions?	"We don't focus on followers as our main metric; we focus on engagement and word of mouth. High engagement indicates content relevance, and good ratings lead to organic promotion. We use this data to inform decisions regarding promotions, menu discounts, bundles and city expansion readiness."
Health Standards and Consumer Trust	
Are all kitchens certified and compliant with hygiene standards? What certifications do we have?	"Most of our production takes place in central kitchens (two in Jakarta, one in Medan and one in Kalimantan), which ensures hygiene, safety and consistency, as well as making certification easier. We hold MUI Halal and ISO 22000 certifications."
Human Resource Development	
How is marketing staff developed for the digital era?	"We have company KPIs and personal, project-based KPIs. Achieving these KPIs can lead to rewards, bonuses or salary increases. We support skill development through regular training with top external vendors, which is tailored to each role."
Expansion and Financial Strategy	
Where does capital for expansion come from and how does it relate to awareness?	"All of our expansions are funded entirely from internal funds, without the use of bank loans or external investors. Nevertheless, we adopt an aggressive promotional approach when entering new cities."
Has promotional strategy been adjusted due to expansion funding?	"We employ two strategies: targeted digital advertising and community engagement, both of which are aligned with each brand's segmentation. For instance, Breadlife participates in PKK events, exercise groups, and social gatherings. The main channels are Instagram, TikTok and all delivery platforms. Despite the high cost of expansion, we maintain a full awareness and promotion budget."

Source: Interview data, processed by the researcher (2025)

Table 2. Interview Results for Each Sub-Brand PIC

Question	Answers from Each Sub-Brand
	Brand Identity and Target Market
What are the unique characteristics and concepts of your sub-brand?	<p>P1: "We are the only one selling authentic Banyuwangi-style nasi tempong, all waiters wear full civil servant uniforms/PNS (brown shirt + black peci), that is our main icon. The taste is maintained through weekly calibration."</p> <p>P2: "We are comfort food in a box that can be directly opened into a plate, suitable to eat at the office desk or in the car without needing extra plates. This practicality does not exist</p>

	<p>in other brands.”</p> <p>P3: “We are the cheapest geprek chicken in this group, deliberately designed for students and young people who are price-sensitive, portions remain sufficient.”</p> <p>P4: “We are healthy Indonesian family bread, without preservatives, without coloring, not fried. Tagline: you can live without rice, but not without bread.”</p>
Who is the primary target market and digital reach? How do you reach them?	<p>P1: “Middle-up, government and office employees, many outlets near agencies. Strongest digital on Instagram & TikTok + Tanboy Kun collaboration.”</p> <p>P2: “Super busy South Jakarta office workers. Biggest traffic from GrabFood, GoFood, ShopeeFood, and now TikTok Shop.” P3: “Students and campus young people, most active on TikTok because the commission is only 5%.”</p> <p>P4: “80% offline sales (ages 25-40+), 20% online. TikTok is the biggest channel, especially since our 47 satellites are in hospitals.”</p>
Team Motivation	
How do you maintain team motivation in achieving awareness targets?	<p>P1: “Coaching and people development every day, I keep injecting a service spirit so that daily engagement remains high.”</p> <p>P2, P3 & P4: “Same method: daily coaching and clear targets.”</p>
Digital Promotion and Awareness	
In 2025, which digital platforms are most effective?	<p>P1, P2, P3, P4 (all agree): “TikTok Shop is the most effective now because the commission is only 5% (much cheaper than Grab/Gojek/ShopeeFood which is 30-35%) and big promotions from TikTok.”</p>
Visual strategy and digital interaction for brand recall?	<p>P1: “Civil servant uniform visuals + big Tanboy Kun collaboration made us explode among Gen Z.”</p> <p>P2: “Clean & professional visuals, highlighting the practical box. We use Chef Juna as brand ambassador since 2019 and Chef Renatta.”</p> <p>P3: “Playful, relaxed visuals, suitable for college students. No brand ambassador yet.”</p> <p>P4: “Signature red color + seasonal content + barcode scan coin exchange program, all designed by the central team.”</p>
Are there collaborations internally (among each sub-brand) or externally?	<p>P1: “The big collaboration with Tanboy Kun is what made awareness explode.”</p> <p>P2: “Chef Juna (brand ambassador since 2019) and Chef Renatta.”</p> <p>P3: “No collaborations with influencers yet.”</p> <p>P4: “Collaboration with the 3rd place MasterChef winner, cheese vendors, Kopi Kenangan, Lawson, and the brand ‘Di Bawah Tangga’.”</p>
Product and Health Standards	
How is hygiene and product quality ensured? Is there any	P1-P4 (all brands): “There is a regular audit team, ISO & Halal certification, daily checklists, and ongoing training

specific training regarding hygiene and food safety?	from DailyCo central management on hygiene and food safety."
Support and Evaluation From Central Management	
How is technological and campaign support provided by central management?	P1-P4 (all brands): "The central marketing team is very helpful with visuals, content, and campaign strategy. Regular evaluations are based on sales, engagement, and digital platform development. P4 adds 4 strict KPIs: Sales, Waste ≤5%, COGS, audit scores."
Expansion and Promotion Efficiency	
Has expansion affected promotional strategy or cost management?	P1: "Still stand independently (large dine-in), digital promotions remain aggressive." P2 & P3: "Now one cloud kitchen for two brands (hybrid), very cost-effective. Promotions continue using TikTok which is cheap." P4: "Major expansion in 2026 to many cities, all internal funds. Promotions continue through online bundling, loyalty programs, and collaborations."

Note: P1=Tempong PNS, P2=DailyBox, P3=Ayam Blenger PSP, P4=BreadLife

Source: Interview data, processed by the researcher (2025)

Based on Table 1, the data summarises interviews with DailyCo's central management, particularly the Marketing Director. This highlights how multi-brand management is conducted centrally using a loose-tight structure. This approach includes cross-divisional coordination, deliberate brand differentiation from the outset, using digital data to assess brand awareness, adhering to health and food safety standards and a fully internally funded expansion strategy, all of which ensure consistent brand recognition. Meanwhile, Table 2 presents the findings of the person in charge of each sub-brand (P1=Tempong PNS, P2=DailyBox, P3=Ayam Blenger PSP and P4=BreadLife). These findings show how each brand implements unique positioning for its target segment, utilises digital strategies such as TikTok Shop, maintains quality and food safety standards, receives support from central management and responds to expansion efforts.

Discussion

Based on in-depth interviews with four DailyCo sub-brands and separate discussions with central management (Marketing Director). A strategic pattern has emerged that companies are implementing to increase organizational resilience in facing competition in the increasingly competitive digital culinary ecosystem. This discussion focuses on how DailyCo manages brand awareness across its various virtual restaurant brands and how this strategy supports resilience in a dynamic cloud kitchen ecosystem. DailyCo's case illustrates that carefully managed cross-brand awareness can serve as a form of capital that strengthens organizational resilience.

Multi-Brand Awareness as a Consciously Designed Portfolio

This study found that the main foundation of DailyCo's resilience lies in a portfolio design that deliberately avoids market overlap. This was emphasized by DailyCo's Marketing Director: "From the beginning, we ensured that each brand had a very distinct target market and communication strategy. As a result, to this day, there has never been any conflict or cannibalism between brands; the market share is very small. So, even though they are under the same management, each brand maintains a strong identity and does not feed off each other." This statement is reinforced by interviews with subbrand PICs, which demonstrate distinctly separate positioning. The PIC for Tempong PNS stated: "We are the only one selling authentic Banyuwangi-style nasi tempong. All the waiters wear the full civil servant uniform (PNS), and that is our main icon." The PIC for DailyBox explained: "We offer comfort food in a box that can be opened directly onto a plate, perfect for eating at the office desk or in the car without the need for additional plates. This convenience is unmatched by other brands." The PIC for Ayam Blenger PSP asserted: "We are

the most affordable fried chicken in the group and are specifically designed for students and price-sensitive young people, yet the portions are still ample." The PIC for BreadLife added: "We are healthy Indonesian family bread with no preservatives, no coloring, and no frying. Our tagline is: You can live without rice, but not without bread."

These four quotes demonstrate that differentiation is not just a slogan, but a strategic design decision from the outset that allows each brand to carve out its own niche in the minds of consumers. Consequently, DailyCo has multiple touchpoints across various market segments, allowing other brands to continue growing and maintain the company's overall cash flow stability when one segment experiences economic pressure or behavioral changes (Aulia Ernawati & Ali, 2024). This finding aligns with brand portfolio strategy theory, which emphasizes the importance of broad market coverage with minimal overlap to enhance company resilience amid fluctuating market dynamics (Fitriyadi, 2022).

Loose-Tight Model: Combining Strategic Control and Execution Flexibility

The findings of this study indicate that DailyCo implements an effective loose-tight structure, maintaining strong strategic control while allowing flexibility in brand-level execution. According to the Marketing Director, a central team manages end-to-end marketing for all brands, from developing brand strategy and creating new brands to executing campaigns. This approach ensures that strategic direction remains consistent across the organization. Interviews revealed that although DailyCo manages multiple brands, strategic awareness is tightly controlled while day-to-day operational decisions are flexible. The central marketing team oversees key processes, including positioning guidelines, visual identity, tone of voice, key messaging, major campaigns, influencer selection, and digital performance evaluation. This team is cross-functional, collaborating across divisions such as growth marketing, marketing communications, brand PIC, and design. However, all strategic decisions are coordinated from a single point of contact to ensure that each brand aligns with the company's core values and positioning, preventing brand identity drift. At the same time, individual brand teams have autonomy in daily content, creative initiatives, local adaptations, and tactical execution, as long as they operate within the established strategic framework.

This centralized model allows a lean central team to maintain consistent brand awareness across brands without slowing down decision-making. Management emphasized that unified direction fosters team optimism and enhances collaboration across brands because goals and responsibilities are clearly defined. Sub-brand PICs highlighted that centralization provides strong support for the visual, content, and strategic aspects of campaigns. This practice aligns with Lengnick-Hall's perspective that centralized coordination of capabilities and strategic control contributes to organizational resilience in a fast-paced digital environment. Consistent testimony from respondents indicates that strategic centralization does not create bureaucratic rigidity but instead accelerates decision-making while maintaining the distinctiveness of each brand in daily operations (Juslin, 2023).

Economic Rationality over Trend-Following in Strategic Choices: TikTok Shop

This study predicts that, by 2025, TikTok Shop will have become the dominant sales channel for all DailyCo sub-brands, not because of a passing trend, but due to sound economic considerations. The Marketing Director and the four sub-brand PICs all agreed: 'TikTok Shop is currently the most effective platform because the commission is only 5% (much lower than the 30-35% charged by Grab, Gojek and ShopeeFood) and because of TikTok's substantial promotions.'

Based on interviews with DailyCo's central management, utilising TikTok Shop was a strategic decision driven by cost-effectiveness and the prevalence of short video consumption. DailyCo was among the first companies to optimise this channel since its launch in the food delivery phase. Public data supports these findings: the Cube Asia 2025 report recorded TikTok Shop commissions in Indonesia ranging from 0.90-7.66 percent. In June 2025, the dynamic structure

was set at 4-6 percent, which is significantly lower than the 20-35 percent reached by other platforms.

This efficiency enables massive content production (e.g. menu reviews, behind-the-scenes content and live streams) without putting pressure on the budget, thereby allowing for organic awareness and direct conversions. Early adopter status provides a sustainable algorithmic advantage, enhances the team's adaptive capabilities and strengthens the company's technological and financial capital. TikTok Shop integration is thus a key pillar of DailyCo's resilience in a highly dynamic digital ecosystem.

The Multiplier Effect of Influencer Collaboration on Brand Awareness

Influencer collaborations have transitioned from a simple promotional tactic to a fundamental social infrastructure supporting long-term brand awareness. Evidence of this transformation is reflected in statements from industry leaders. The CEO of Tempong PNS emphasized that the collaboration with Tanboy Kun significantly increased brand awareness. Similarly, the CEO of DailyBox highlighted their ongoing engagement with Chef Juna since 2019 and later with Chef Renatta, demonstrating their continued commitment. The CEO of BreadLife also reported ongoing collaborations with MasterChef third-place winner Kopi Kenangan, Lawson, and local brand Di Bawah Tangga. These examples demonstrate that influencer partnerships create a multiplier effect by increasing credibility, accelerating content distribution through a loyal audience, and building consistent engagement that is difficult to replicate by competitors relying on sporadic influencer use. In the era of short-form video, the trust built through influencers represents social capital that surpasses the effectiveness of conventional advertising.

Based on these observations, DailyCo's multi-brand awareness strategy aligns with the six capitals of organizational resilience framework (Rahman et al., 2023). This strategy simultaneously strengthens all six capitals through a unified and integrated approach. Human capital is demonstrated by the expertise of the marketing team and sub-brand PICs in maintaining each brand's distinctive positioning, supported by regular external training and daily coaching to enhance digital adaptability. Psychological capital is strengthened through clear goals and visible management direction, ensuring team optimism and mental resilience in a highly competitive digital environment. Social capital is rapidly developed through long-term influencer partnerships such as Tanboy Kun, Chef Juna, and Chef Renatta, as well as strategic collaborations with brands including Kopi Kenangan and Lawson, which expand access to external audiences and resources (Yudhistira Akhmad Kurniawan & Widya Sastika, 2024). These practices are supported by research showing that ongoing influencer collaborations strengthen social capital and organizational resilience in the food and beverage sector (Gunawan et al., 2021).

Integration of the Six Capitals of Resilience

According to the resilience capital framework developed by Rahman et al. (2023), organizational resilience is formed through six interrelated capitals that develop gradually. The findings of this study suggest that DailyCo's multi-brand awareness strategy systematically follows this developmental path. In the first phase, the company strengthened its health capital by obtaining certifications from the Indonesian Ulema Council (MUI) for halal products and from the International Organization for Standardization (ISO) for food safety and product consistency. This formed the basis for consumer trust. Once this foundation had been established, the second phase focused on strengthening psychological capital through daily coaching, clear work instructions and measurable targets, which helped the team to remain optimistic, focused and resilient in the face of digital volatility. This stable psychological state then formed the basis of the third phase, which involved enhancing human capital by providing regular training to develop the central team's and sub-brand PICs' competencies in managing cross-segment differentiation and positioning. Once human capacity had been solidified, the process of building resilience moved to the fourth phase: strengthening social capital through long-term collaborations with influencers such as Tanboy Kun, Chef Juna and Chef Renatta, as well as partnerships with major brands such as Kopi Kenangan and Lawson. These collaborations expanded the brand's social network and credibility. This network

supports the fifth stage: increasing technological capital through TikTok Shop, optimising the short-video algorithm, and analysing real-time data, making DailyCo more responsive to changes in consumer behaviour. Ultimately, all of this capital produces the sixth stage: economic capital in the form of cost efficiency, a multibrand portfolio without cannibalisation and the ability to expand entirely with internal funds. The gradual integration of stages one through six demonstrates that DailyCo's brand awareness strengthening organisational resilience as each capital paves the way for the next, forming an overall resilience structure that keeps the company adaptive, stable, and growing amidst changing algorithms and intense competition in the digital cloud kitchen ecosystem.

Theoretical Implications

This study contributes to a deeper understanding of brand awareness strategies in multi-brand cloud kitchen models. The findings suggest that this strategy serves not only as a marketing tool but also as a mechanism for building overall resilience capital. These results support dynamic capabilities theory (Teece et al., 1997), which emphasizes an organization's ability to sense opportunities, seize them, and transform in response to environmental changes. Specifically, centralized, differentiated, and data-driven brand awareness management has been found to activate six clusters of resilience capital (Rahman et al., 2023). Strong brand awareness serves as a multiplier that strengthens business resilience by integrating dynamic capabilities, including sensing through real-time analytics, seizing through influencer collaboration, and transforming through brand diversification. Consequently, this study advances the notion that resilience capital is developed through strengthening dynamic capabilities, consistent with Rahman et al. (2023), who describe resilience capital as a multifaceted asset. Overall, the findings suggest that effective brand awareness can provide a theoretical foundation for organizational resilience in rapidly evolving digital ecosystems.

Practical Implications

In multi-brand cloud kitchen operations, brand awareness strategies play a critical role in enhancing organizational resilience. Evidence from the field suggests that companies like DailyCo are able to maintain strong brand visibility while building resilience capital through coordinated practices.

The first strategy involves creating a distinct brand identity by identifying the unique characteristics of each brand, such as its product category, features or target audience. By managing these differences centrally, companies can minimise internal brand competition and leverage their brand portfolio as a source of organisational strength.

Secondly, adopting a centralised management structure enables companies to respond quickly to market changes, reduce coordination costs and provide operational teams with the flexibility to adapt creatively to changes in digital platform algorithms.

Thirdly, prioritising low-cost digital channels such as TikTok Shop has proven effective in expanding brand reach. Integrating these channels with real-time analytics enables continuous performance monitoring and supports revenue diversification beyond traditional aggregators.

Finally, long-term collaborations with influencers whose profiles align with each brand will enhance credibility and expand market reach. These partnerships also contribute to the development of social, human, technological and economic capital, which are all essential components of resilience.

Taken together, these interconnected strategies demonstrate that brand awareness increases visibility and serves as a practical tool for strengthening organisational resilience in a rapidly evolving digital marketplace.

5. Conclusion

This study successfully answers two primary research questions through an in-depth case study of The Daily Company (DailyCo), a leading multi-brand virtual restaurant operator in the

Indonesian cloud kitchen ecosystem. The findings show that DailyCo manages brand awareness through a centralized organizational structure, differentiation in positioning from the planning stage, and the use of cost-effective digital channels such as TikTok Shop, supported by long-term influencer collaborations. This approach allows the company to manage more than nine brands without cannibalization despite algorithmic disruption and cost pressures between 2023 and 2025. Beyond marketing objectives, this strategy also contributes to the development of resilience capital by integrating dynamic capabilities (Teece et al., 1997) and six resilience capital clusters (Rahman et al., 2023), simultaneously activating human, psychological, social, health, technological, and economic capital. These findings enrich the literature on cloud kitchens in Indonesia, which traditionally emphasizes operational efficiency, and highlight that multi-brand brand awareness serves as a business resilience multiplier. Practically, this study provides four key recommendations: early differentiation, strategic centralization, TikTok Shop prioritization, and ongoing influencer collaboration, demonstrating that these integrated strategies are a strong resilience capital for sustaining and growing in a complex digital market.

Research Limitations and Future Research Directions

The present study is subject to several limitations, which also provide opportunities for future research. Firstly, although DailyCo manages more than nine brands, an in-depth analysis was conducted on only four brands, thus lacking a complete picture of the interactions, synergies, and potential cannibalization across the entire portfolio. It is evident that further research is required to conduct a comprehensive analysis of the entire brand portfolio within one or more companies. Secondly, it is important to note that the findings of this single case study of DailyCo cannot be extrapolated to other multi-brand cloud kitchen operators in Indonesia, as these may vary in terms of scale and strategy. It is therefore imperative that a multitude of case studies are conducted, comparing a variety of companies, including but not limited to Everplate, Hangry, Yummy Corp, and ASEAN regional players. This will allow for the testing of the consistency of the concept of brand awareness as a resilience capital multiplier across various contexts. Thirdly, the interpretive qualitative approach used renders the results susceptible to informant subjectivity bias. Therefore, future research could adopt a mixed-methods or quantitative approach utilising transactional big data from TikTok Shop, GoFood, and GrabFood, as well as large-scale surveys, in order to obtain stronger and more generalisable causal evidence. Finally, further research is also expected to explore the evolution of this strategy amidst changing e-commerce regulations, the potential saturation of TikTok Shop, and the integration of AI and live commerce technologies, so that the theoretical framework that multi-brand brand awareness is a key pillar of resilience capital can be continuously validated and enriched in the highly dynamic Indonesian cloud kitchen industry.

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