

ABSTRACT

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THE COMPETITIVE ADVANTAGE OF PT. KREASI KARYA BANGSA DURING COVID-19

The COVID-19 pandemic has undoubtedly affected all sectors of the economy. Even large companies have experienced massive amounts of loss, just like Bali United (BU). In the midst of COVID-19, all football matches were canceled, leading to no income for the football club. With the Indonesian football league being paused from 2020 until 2021, PT. Kreasi Karya Bangsa (PT. KKB) is one of the four subsidiaries launched by Bali United (BU) and is considered as the lifeline for BU in which it brings the majority of the income for BU during the pandemic. This subsidiary is also unique, knowing that no other football club has a subsidiary company moving in various industries to satisfy different customer segments. This research was conducted with the aim of analyzing factors that bring competitive advantage for PT. KKB during the pandemic. This single case research uses qualitative research for several data collections - Interviews, Observation, and Field notes - with informants from PT.KKB's departments and an outcome of nine variables which are Online Community Support, Brand Cognizance, Digital & Non-digital services, Digital Literacy, Incentivized Task Performance, User Engagement, Field Specialization, Upscaling Community Associates, Trust & Support relationship. Continuous improvement, lock-in and market deterrence can raise barriers to imitations thus sustaining PT. KKB's competitive advantage.

Keywords: *competitive advantage, media industry, digital agency, brand community, covid-19*

Reference: 59 (2006-2022)

ACKNOWLEDGEMENTS