

## ABSTRACT

TikTok Local Services (TTLS)'s rapid growth has reshaped how brands connect with consumers, opening up new opportunities and challenges for agencies working in this dynamic ecosystem. This study investigates how PT Ustinian Invest Indonesia maintains its competitive advantage in the face of increased competition and rapidly changing platform trends.

The research uses a qualitative case study approach enriched with auto-ethnographic insights, drawing on the founder's direct involvement in the company. To reduce bias, data triangulation was used on internal documents (GMV reports, creator management data, and content performance), semi-structured employee interviews, and client interviews.

Based on Porter's Five Forces model, the Resource-Based View (RBV), and thematic analysis, the findings show that PT Ustinian Invest Indonesia maintains its competitive advantage through ongoing creative innovation, strong creator partnerships, and data-driven campaign execution. Between August 2024 and December 2025, the company experienced consistent growth in GMV and creator engagement, aided by an expanding and high-performing creator base. Employees cited creative excellence, collaboration, and transparency as key internal strengths, while clients in the F&B, beverage, and lifestyle sectors praised the company's responsiveness, measurable results, and consistent creator quality.

**Keywords:** *TikTok Local Services, competitive advantage, Porter's Five Forces, Resource-Based View, thematic analysis, differentiation strategy.*

## ABSTRAK

Pertumbuhan pesat TikTok Local Services (TTLS) telah mengubah cara brand terhubung dengan konsumen, sekaligus membuka peluang—dan tantangan—baru bagi agensi yang beroperasi dalam ekosistem yang sangat dinamis ini. Penelitian ini mengkaji bagaimana PT Ustinian Invest Indonesia mempertahankan keunggulan bersaing di tengah meningkatnya kompetisi dan perubahan tren platform yang cepat.

Penelitian ini menggunakan pendekatan studi kasus kualitatif yang diperkaya dengan perspektif auto-etnografi, memanfaatkan keterlibatan langsung pendiri dalam perusahaan. Untuk meminimalkan bias, triangulasi data diterapkan melalui dokumen internal (laporan GMV, data manajemen kreator, dan performa konten), wawancara semi-terstruktur dengan karyawan, serta wawancara dengan klien.

Berdasarkan Five Forces Porter, Resource-Based View (RBV), dan analisis tematik, hasil penelitian menunjukkan bahwa PT Ustinian Invest Indonesia mampu mempertahankan keunggulan bersaing melalui inovasi kreatif yang berkelanjutan, kemitraan kuat dengan kreator, dan eksekusi kampanye yang berbasis data. Dari Agustus 2024 hingga Desember 2025, perusahaan mengalami pertumbuhan GMV dan engagement kreator yang konsisten, didukung oleh basis kreator yang semakin berkembang dan berkinerja tinggi. Para karyawan menyoroti keunggulan kreatif, kolaborasi, dan transparansi sebagai kekuatan internal utama, sementara para klien di sektor F&B, minuman, dan lifestyle mengapresiasi responsivitas perusahaan, hasil yang terukur, serta kualitas kreator yang konsisten.

**Kata Kunci:** TikTok Local Services, keunggulan bersaing, Analisa Five Porter, Resource-Based View, analisis tematik, strategi diferensiasi.