

## ABSTRACT

Indihome Study is an online tutoring service that offers learning materials and videos for elementary, middle, and high school students. In more than a year, Indihome Study sales have been unstable. Several factors causing the instability of Indihome Study's sales are weak service compared to other brands, the limited number of staff, the undigitized work process, and the un-updated learning management system (LMS). According to the preliminary survey was conducted to confirm the market's brand awareness of the online tutoring brand, Indihome Study brand is not widely known. The majority of respondents do not aware of the value propositions offered by Indihome Study, which means that customers did not recognize the advantages that Indihome Study offered. Indihome Study wants to be known as online tutoring that is cheap, well known, and easy to use for its LMS. The purpose of this research is exploring the attributes considered when subscribing to online tutoring, mapping the position of Indihome Study and its competitors through perceptual mapping using the multidimensional scaling (MDS) method, and making recommendations for positioning improvements to minimize the instability of Indihome Study sales. The attributes of online tutoring used in this study are price, brand reputation, course material quality, LMS quality, teaching program methods, interactive services, instructor quality, testimonials, and customer service quality. The sample used in data collection is 100 online tutoring users. Based on the results of the perceptual mapping, the attributes used as the value proposition of the Indihome Study are far from the Indihome Study, except for the price attribute. The price attribute is ranked first based on the Euclidean distance on the perceptual map, while the LMS quality attribute is ranked fifth and brand reputation is ranked sixth. From the results of the perceptual mapping, Indihome Study competed tightly in one area with Apta School, Rumah Belajar Digital, SMARRT, and Kelas Pintar in terms of price. From the results of the perceptual mapping, the value proposition of the Indihome Study builds upon the design of the integrated positioning system improvement for the Indihome Study. The integrated system design has several shortcomings. The scheduling plans and work standards prepared by the researcher to anticipate the shortcomings of the improvement system design have been validated by the problem owner, but the improvement system design and work standards on price attribute need to be confirmed and approved by Central Telkom.

***Keywords: Positioning, Perceptual Mapping, Multidimensional Scaling, Online Tutoring Services***