

## ABSTRACT

The online industry is a trend that has become an essential commerce activity since 2018. Events have encouraged the government to invest heavily in the online sales sector. It is known that since 2018 the online sales sector has contributed to Indonesia's GDP of IDR 14,845 trillion, which shows that the online sales sector has great potential for the nation's economy. In online sales, the food and beverage sector are the second largest contributor, with 60% of GDP in 2018, which drives growth not only for consumers from online buyers but also for online sellers. CV.BBM emerged as one of the business unit actors who saw opportunities from potential online sales and started selling since 2018, but its business journey stagnated in 2020. Issues that came from the difficulty of obtaining information from market conditions on online platforms, many businesses emerged similar to similar products, the emergence of price wars, to major suppliers who changed their business models from producers to sellers on online platforms. Brand positioning is one way to find out CV.BBM's position against competitors and win the existing conditions, then this research was made using an explanatory research type using the Multi-Dimensional Scaling (MDS) method and TOWS analysis. In tracing the variables that are the benchmarks, a preliminary study was carried out to find out general consumer perceptions of each brand of the powdered beverage business unit used in the three major Marketplaces in Indonesia as of 2022. The results of this study identified 4 operational variable attributes based on the 4ps marketing mix including product, place, Prices, and Promotions which are benchmarks for online platform business conditions and determinants of consumers in purchasing products. Then there are a total of 16 attributes from 4 operational variables that can be observed, and it was found based on the results of perceptual mapping that only 1 full variable is the advantage of CV.BBM for consumers, namely the Place variable with the Euclidean distance value for TP1, namely the warehouse location with a value of 0.112, TP2 namely logistics service provider (LSP) with a value of 0.278, TP3, a marketing channel with a value of 1,343, and PM4, namely a time-limited promo with a value of 1,376 based on the unfolding stage of consumer perception. Therefore, a strategy proposal was designed on 11 other operational variable attributes to fix the existing gaps from other competitors, then the proposed strategy was adjusted to the TOWS analysis based on the 3 Marketplaces used, namely Blue, Orange and Green where each has a different business strategy focus.

Keywords: Marketplace, Brand positioning, MDS, TOWS analysis, Marketing mix 4ps