

ABSTRACT

Indonesia's logistics industry has been growing rapidly in response to increasing demands for efficiency and digitalization. PT Hans Mandiri Sentosa (PT HMS), a provider of forklift rental services, is facing challenges in adapting its business model to a more competitive and digitized market. Although the company's revenue has shown growth, there remains a gap in meeting the rising demand for electric forklifts, which are increasingly preferred for their environmental and operational advantages.

This study aims to analyze and develop a more competitive and customer-oriented business model for PT HMS by applying the Business Model Canvas (BMC) and Value Proposition Canvas (VPC) approaches. The research adopts a qualitative case study method, utilizing in-depth interviews with key informants for data collection. Data validity is ensured through triangulation and member checking, reinforcing the reliability and credibility of the findings.

The results indicate that PT HMS's current business model has not fully responded to market needs, particularly in terms of digitalization and value proposition. The proposed business model emphasizes strengthening digital channels, enhancing services through information systems, and aligning value propositions with customer expectations. This research contributes to the literature on business model transformation in the logistics sector and offers practical recommendations, including the development of a digitalization roadmap, expansion of the electric forklift fleet, and the establishment of a customer-driven innovation unit to enhance competitiveness in the era of Industry 4.0.

Keywords: *Business Model Canvas (BMC), Value Proposition Canvas (VPC), and Heavy Equipment Rental Services and Accessories.*