ABSTRACT

The car rental industry is one of the sectors that continues to grow along with the increasing demand for flexible and practical transportation mobility in society. Nationally, the development of the car rental business in Indonesia shows a positive trend. However, car rental businesses face challenges in adapting to the dynamics of this growing market.

HS Rent Cars faces several issues that affect its competitiveness in the car rental market. The main challenges include the limited availability of vehicle fleets, which hampers the company's ability to meet the increasing customer demand. A lack of diverse vehicle options restricts its ability to serve a wider range of customer segments. High operational and vehicle maintenance costs create significant financial burdens, especially as fleet expansion is conducted independently. These challenges make it difficult for the company to maintain market share and improve profitability.

This study aims to identify, analyze, and design an updated business model and strategic landscape by identifying strengths and weaknesses, as well as external opportunities and threats, using the BMC and SWOT frameworks. The aspects examined include Value Propositions, Customer Segments, Customer Relationships, Channels, Key Resources, Key Activities, Key Partnerships, Cost Structure, and Revenue Streams.

This study employs a case study approach. Data collection was conducted through interviews with five sources consisting of both internal and external stakeholders. Secondary data were also gathered to support a comprehensive preliminary study. Data validation was carried out using source triangulation.

The research identifies nine updated BMC blocks for HS Rent Cars to support its growth in the car rental market. Internal factor analysis using the BMC and functional management approach resulted in an IFE Matrix score of 2.73, while external factor analysis using the PESTEL and Five Forces frameworks produced an EFE Matrix score of 3.01. Based on the IE Matrix, HS Rent Cars is positioned in Quadrant II, the Grow and Build zone. Accordingly, a growth strategy was formulated using the TOWS Matrix, resulting in the identification of 13 strategic alternatives. These strategies were then evaluated using the QSPM, with five key priorities emerging: SO3, SO1, ST1, WT1, and WO2.

Keywords: *Car Rental, Business Model, Business Sustainability.*