



**PROPOSED BUSINESS STRATEGY TO ENCOUNTER  
THE DIGITAL LOGISTICS INDUSTRY  
A CASE STUDY: PT ADHYA AVIA PRIMA**

Adelina Yossi Elmira<sup>a</sup>, Dr. Ir. Mohamad Hamsal<sup>b</sup>

<sup>a</sup>Bandung Institute of Technology, Indonesia.

<sup>b</sup>Binus University, Indonesia.

Corresponding Email: [adelina.elmira@sbm-itb.ac.id](mailto:adelina.elmira@sbm-itb.ac.id)

---

**Abstract**

The rapid development of technology nowadays affects the changes in people's expectation. This has an impact on businesses in the logistics sector where there are significant number increases in market demand, but the competition becomes more competitive. PT Adhya Avia Prima is a logistics company established since 2003. As a company that has covered national scale, it is necessary to strengthen capabilities and competitiveness, improve weakness and solve company's problem to have a sustainable competitive advantage. The external and internal environment used to define the condition of the company. External factors using PEST, Porter's Five Forces and Competitive Analysis to determine the opportunities for the logistics industry on a macro basis. Moreover, internal factors using Value Chain, VRIO and Business Model Canvas to find out the weaknesses and strength of the company that can be used as insights in creating a business strategy. To formulate an appropriate business strategy for the company, The Diamond Strategy Framework was carried out, in order to found out the company's competency advantages. The Porter Generic Strategy are recommended to the company to change the business strategies. Furthermore, the company needs to improve the business model, hereby proposed Business Model Canvas so it can remain competitive in the competition. The results of the analysis obtained for the company has been elaborated on the implementation plan such as developing brand identity, build digital platforms, training, recruitment, and create real-time tracking system. Thus, expected to solve the company's problems and improve competency advantages on an ongoing basis.

**Keywords:** Business Strategy, Logistics, Cargo, Freight Forwarders, Business Model Canvas.

---