

ABSTRACT

ANR Tour & travel is a company operating in the travel services sector, offering a variety services and has been in the market since 2016. Currently, ANR Tour & travel focuses on offering Umrah and Hajj services to its customers. In selling its services, ANR Tour & travel faces challenges in meeting its target for each departure. However, the trend of Umrah and Hajj departures in Indonesia shows an increasing number every year. This indicates that there are elements within ANR's business model that are not functioning optimally. The objective of this research is to map and evaluate ANR Tour & travel's business model using the business model canvas methodology and strengths, weaknesses, opportunities, threats analysis, followed by adjusting the strategy to address the issues and mapping it into a new business model. Data collection for this research was conducted through interviews to understand the current state of ANR Tour & travel's business model, questionnaires to understand customer profiles, and literature reviews to understand the business model environment. To support ANR in addressing the issue of unmet sales target, improvements were made by designing dashboard monitoring systems related to sales and agent marketing performance aligned with key activities by adding training and performance evaluations for agent marketing. These improvements were accompanied by enhancing the value proposition by introducing new services such as travel documentation and umrah packages combined with city tour. To distribute its services to customers and build a good relationship with them, marketing activities were enhanced by collaborating with loyal customers as brand advocates and implementing loyalty programs for repeat customers. Improvements were also made to the customer segment block, with an expansion of age and regional segments to reach a larger target audience.

Keywords: *Tour & travel, Hajj, Umrah, Business Model, Business model canvas, Strengths, Weakness, Opportunities, Threats (SWOT) Analysis.*