

## **ABSTRACT**

*Changes in community lifestyle results in new habits that previously could only be done according to community needs, for example, vacation or recreation. They also affect the rapid growth of the tourism business. The tourism industry is predicted to have good prospects. Thus, there is a massive emergence of companies engaged in the tourism industry. The rapid development of the tourism industry has increased the competitiveness of travel agent services. Based on "The Travel & Tourism Competitiveness Report", Indonesia's competitiveness score is almost getting the highest score of 7.*

*The development in the commercial sector, especially in the travel agent industry in Indonesia, is increasingly popular among the public. Due to the large public demand for travel, services in the travel agent industry have developed rapidly including Islamic tourism in organizing the haj and umrah pilgrimages, especially in Indonesia with the largest Muslim population in the world.*

*In 2020, PT. Uswa Hisan Zahra has experienced a significant decrease in income during the COVID-19 pandemic due to the closure of the Hajj and Umrah pilgrimages as well as some tourist attractions. Further, during this COVID-19 pandemic, the government has implemented a new policy, namely the new normal policy so that PT. Uswa Hisan Zahra has to continue to compete in the tourism industry, especially travel agent services.*

*This study focuses on the formulation of customer jobs, pains, and gains for the target market of PT. Uswa Hisan Zahra. It used a value proposition design to identify the needs and desires of customers in order to design products and services in accordance with consumer preferences.*

*This study used a descriptive qualitative method that aims to reveal events, facts, and phenomena understudied. The data were collected through interviews, observations, and documentation. The object of this study was customers of PT. Uswa Hisan Zahra who have used the travel service. This study used a value proposition design to show the adjustment between the value map and the customer profile of PT. Uswa Hisan Zahra. Value map of PT. Uswa Hisan Zahra consisted of three parts, namely, products and services, gain creators, and pain relievers. Meanwhile, the customer profile covered three parts, namely, customer jobs, customer pains, and customer gains.*

*The result of the adjustment managed to reduce the gap between the value map and customer perceptions. The findings of this study indicate that there are several gaps between customer perceptions and the value of PT. Uswa Hisan Zahra. These gaps are asking relatives when need information on the travel agent for Hajj and Umrah services, feeling satisfied if the facilities are as promised, and finding travel agents according to the needs from the family's recommendations.*

**Keywords:** *Value Proposition Design, Customer Profile, Value Map, Hajj and Umrah Travel Agent, Fit*