

# Consultant Services Policy To Improve Business Performance After COVID Pandemic

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**Abstract.** A very significant change in the business policy after the COVID pandemic was experienced by consulting services in the appraisal field. The current new era requires companies to formulate and create a policy to continuously improve quality and competitiveness by conducting environmental analysis internally and externally. This paper aims to provide a solution for this problem, with a new business consultant services policy and strategy to enhance business performance. This study uses a qualitative and descriptive method by collaborating in several ways, such as secondary data, interviews, observation, and documentation. The strategy formulation framework method is used to help formulate the proper planning strategy through a more logical, systematic, and rational approach to strategy assessment. From the results of the analysis conducted, the internal conditions is in good condition with a score of 2.83, while external conditions show normal conditions because of a score of 2.45. Currently, the company is on hold and maintaining strategy because the company still does not have qualified services to achieve improvement in a general manner for the target market. Overall, it is clear that the most suitable strategy to be applied in the current new average era is the strategy of market penetration and product development. Thus, the consultant service company is expected to make a good impact and be responsive to current customer needs.

**Keywords:** Business Performance, Consultant Services, Policy

## 1 Introduction

As time goes by, the consulting services industry is increasingly faced with strong pressure to control costs and, at the same time, must improve the quality of its services [1]. Currently, there are also many consulting service companies popping up, which causes consulting service companies to be able to deal with them if they want to be competitive and stay afloat. Consulting services are professionals who provide consulting services in certain fields of expertise, such as accounting, tax, environment, biology, law, property, cooperatives, and others. Consulting services typically provide an objective perspective, provide the expertise clients need, save time and capital, assist in navigation and change, and help find potential business opportunities [2]. Acting as a business consultant service in property appraisal services. The company has experts in their respective shields, known as company workshops. Field of services and financial consultants, providing comprehensive assessment services to support corporate actions and financial reporting. The COVID pandemic that has hit all countries has become a concern both in terms of health and the comfort of the country.

Based on data from the Health Organization (WHO), the vulnerable age of people with the COVID virus is adulthood, and 70% are experienced at the age of 31 to 45 years [3]. The Covid pandemic has greatly impacted the consulting services business. The current condition of the COVID pandemic for business people in Indonesia must face the impact of Indonesia's economic situation, which is generally declining, adding new problems for business people, especially in the field of business consulting services in Indonesia, who must survive by paying attention to the shift in behavior and phenomena that occur in this Covid pandemic, so after covid pandemic period it is necessarily analyses and evaluate their business so that they ca ton remain to survive after covid pandemic [4]. The existence of environmental changes in the company is the main rule in the implementation of these; the challenges become obstacles in carrying out work activities as usual. Environmental changes that occurred before and after the pandemic are summarized in Table 1.

**Table 1.** Changes Policy in the Consultant Services Before and After the Covid Pandemic

No	Before the <i>COVID Pandemic</i>	After the <i>Covid Pandemic</i>
1	Field Inspection Activities: <ul style="list-style-type: none"> <li>● Inspection activities can be freely carried out.</li> <li>● Duty permits are easily and quickly issued.</li> <li>● The survey team for the assessment was carried out by four people.</li> </ul>	Field Inspection Activities: <ul style="list-style-type: none"> <li>● Inspection activities are required to comply with health protocols.</li> <li>● The assignment permit is difficult and slow due to the high pandemic situation in Indonesia.</li> <li>● The survey team for assessment can only be carried out by two people.</li> </ul>
2	Interest in Using Services: <ul style="list-style-type: none"> <li>● Service users pretty much include assessments in buildings, land, manufacturing, buildings, and others.</li> </ul>	Interest in Using Services: <ul style="list-style-type: none"> <li>● Service users have experienced a decline in consumers since <i>COVID Pandemic</i>, and assessors have adapted to improve customer service.</li> </ul>
3	Human Resources: <ul style="list-style-type: none"> <li>● The number of employees is sufficient.</li> <li>● Employee welfare is as expected.</li> <li>● The company's condition runs optimally without any obstacles.</li> </ul>	Human Resources: <ul style="list-style-type: none"> <li>● The number of employees is slowly declining.</li> <li>● Employee welfare is starting to be difficult to provide.</li> <li>● The company's condition is not running optimally due to the impact of the <i>COVID pandemic</i></li> </ul>

Source: Data processed based on field finding, 2022

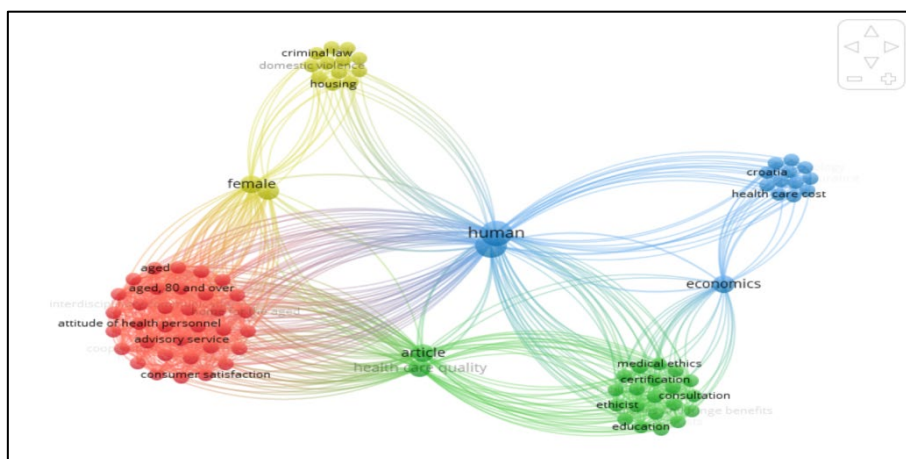
Table 1 shows that changes in the company's environment before and after the pandemic experienced significant changes in the policy implementation of work in consulting services. Companies still does not pay attention to the environmental problems of companies that excel in building business strategies and developing changes. This can be seen, among others, from the phenomena that occur, itself has not realized the important role of fully resolving a good business environment; not all activities are involved in environmental change, such as company conditions that have not been systematically structured, lack of stable professional performance factors by employees, lack optimizing company conditions in achieving credibility with consumers (clients), And failure to carry out competitive performance, this is evident from the existence of employees who have not been able to carry out the orders given properly so that training activities do not run well, this is obtained when observing and

interviewing all parties involved. Based on this, this research will focus on business strategies through the corporate environment to create problem-solving. The problems that occur will be evaluated through methods used with Internal Factor Evaluation (IFE), External Factor Evaluation (EFE), SWOT Matrix and QSPM Matrix (Quantitative Strategic Planning Matrix), which are parameters to cover the final results of formulating business strategies. Problems that become obstacles can be identified from the internal and external environmental conditions of business consulting firms. From these problems, the formulation of the problem in this study is to question the environmental conditions of other internal and external consulting services and what is the business strategy of consulting services in facing the changing business environment. In addition, the purpose of this study is to analyze the internal environmental conditions of consulting services and analyze external environmental conditions of consulting services (c) formulate a consulting service business strategy in facing changes in the business environment the benefits this research respected to provide benefits for those who need this research, this research is expected to be a reference material for future research and thought contributions to provide suggestions for improvements in designing business strategies within the limitations.

## 2 Bibliometric Analysis

### 2.1 Consultant Service Policy

Based on research using scopus, there are 22 articles that have been filtered with the subject area of social sciences, with the type of article document and the final publication stage. Figure 1 shows the network visualisation of the results from VOS Viewer analysis with the keyword "consultant service" with publication between 1994-2024 (30 years).



**Fig. 1.** Network Visualisation for 'Consultant Services' in Social Sciences of Scopus Journals of the year 1994-2024 (22 articles)  
Source: Researchers, 2023

Figure 1 shows an overlay visualization that consists of four clusters. Colour gradation from the node red colour indicates cluster 1, node green colour indicates cluster 2, node blue colour indicates cluster 4. The details of each cluster describes in Table 2.

**Table 2.** Clustering of Articles about Consultant Services in Social Sciences Journal at Scopus Publication – 4 clusters with 85 items

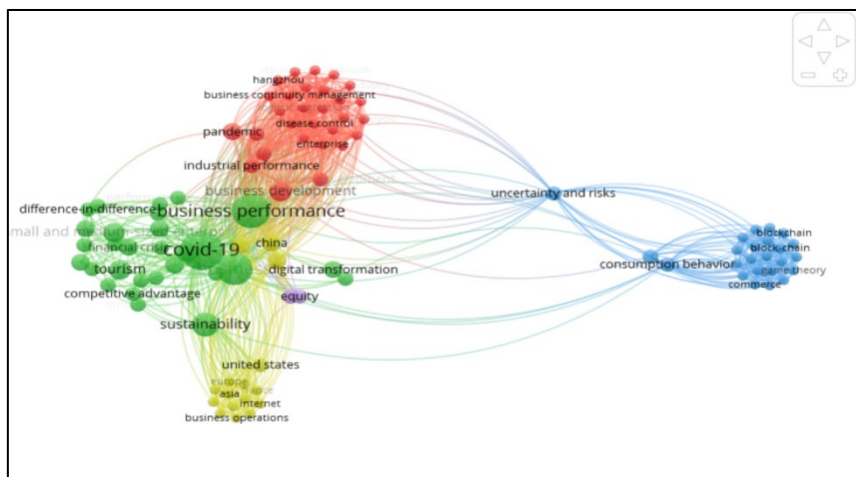
Cluster 1 - Red	Cluster 2- Green	Cluster 3 - Blue	Cluster 4 – Yellow
1. Advisory service	35. Article	57. Croatia	72. Criminal law
2. Aged	36. Certification	58. Economics	73. Domestic violence
3. Aged,80 and over	37. Consultants	59. Epidemiology	74. Female expenditures
4. Attitude of health personnel	38. Consultation	60. Health care cost	75. Housing
5. Austria	39. Education	61. Health insurance	76. Male
6. Comparative study	40. Ethicist	62. Health insurance	77. Police
7. Consumer	41. Ethicists	63. Human	78. Rape
8. Consumer satisfaction	42. Ethics, clinical	64. Humans	79. Social problem
9. Controlled clinical trial	43. Health care quality	65. Income	80. Social problems
10. Controlled study	44. Hospital administrator	66. Insurance, health	81. Social work
11. Cooperation	45. Hospital administrators	67. Primary health care	82. Special cell
12. Cooperative behaviour	46. Insurance, health, reimbursement	68. Retrospective studies	83. Violence against women
13. Health personnel attitude	47. Medical ethics	69. Retrospective study	84. Women's police stations
14. Home for the aged	48. Professional competence	70. Statistic and numerical data	85. Women's rights
15. Homes for the aged	49. Quality improvement	71. Trends	
16. Hospital	50. Reimbursement		
17. Hospital admission	51. Salaries and fringe benefits		
18. Interdisciplinary communication	52. Salary and fringe benefit		
19. Internal medicine	53. Standard		
20. Long term care	54. Standard of care		
21. Mobile health units	55. Total quality management		
22. Nursing home	56. United states		
23. Nursing homes			
24. Organization and management			
25. Patient admission			
26. Patient care			
27. Patient care team			
28. Patient referral			
29. Preventive health services			
30. Prospective studies			
31. Prospective study			

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- 32. Quality assurance, health care
  - 33. Referral and consultation
  - 34. Statistic
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Source: Researchers, 2023

## 2.2 Business Performance

Based on research using Scopus articles of social sciences journals, there are 42 articles with article document types and the final publication stage with a span of the last 5 years (2019-2024). Here are the results of Vos Viewer analysis with the keyword "business performance":



**Fig. 2.** Network Visualization for ‘Business Performance’ in Social Sciences of SCOPUS Journals of the year 2019-2024 (5 years)

Source: Researchers, 2023

**Table 3.** Clustering of Articles about Business Performance in Social Sciences Journal at Scopus Publication – 5 Clusters and 100 items

	Cluster 1 – Red	Cluster 2 – Green	Cluster 3 – Blue	Cluster 4- Yellow	Cluster 5- purple
1.	Business continuity management	30. Business performance	59. Blok chain	83. Asia	99. Equity
2.	Business development	32. Competitive advantage	60. Blockchain technology	84. Australia	100. Spatiotem poral analysis
3.	Disease control	33. Corporate social responsibility	61. Blockchain	85. Business operations	
4.	Enterprise		62. Carbon	86. China	
5.	Enterprise		63. Carbon emission	87. Covid 19 pandemic	
			64. Carbon emissions	88. Crisis	
			65. Commerce		

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production	34. Covid 19	66. Consumption	management
6. Governance approach	35. Difference in difference	67. Demand information.	89. Epidemic
7. Government regulation	36. Digital transformation	68. Demand side management.	90. Europe
8. Hangzhou	37. Economic crisis	69. game theory.	91. France
9. Health policy	38. Entrepreneur	70. information analysis	92. Fujian
10. Health risk	39. Financial crisis	71. Information dissemination	93. Internet
11. Hierarchical structures	40. Hospitably industry	72. Information sharing	94. Proactive risk management
12. Industrial performance	41. Human resource	73. Market risks	95. Research work.
13. Interpretive structure model	42. Innovation	74. Market uncertainty	96. Risk assessment.
14. Leisure industry	43. Korea	75. Mean variance analysis	97. United states
15. Logistic regression	44. Manufacturing	76. Mean-variance analysis.	98. Xiamen
16. Ordinal logistic regression	45. Performance	77. Model based opt	
17. Pandemic	46. Performance assessment	78. Supply chain management.	
18. Planning	47. Performance evaluation	79. Supply chains.	
19. Prevention and control	48. Questionnaire survey	80. Uncertainty analysis	
20. Production and operation	49. Resilience	81. Uncertainty and risks	
21. Regulatory framework	50. Rural area	82. Welfare provision	
22. Risk analysis.	51. Small and medium sized enterprise		
23. Risk factor.	52. Small business		
24. Sales	53. Stakeholder		
25. Service industry.	54. Strategic approach		
26. Service sector.	55. Strategic management		
27. Sustainable development	56. Sustainability		
28. Tourism industry	57. Tourism		
29. Zhejiang	58. Tourism management		

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Source: Researchers, 2023

### 3 Research Methods

This research uses qualitative methods with a descriptive approach by collaborating with several methods such as interviews, observation, and documentation. The data analysis technique used consists of four stages, namely data collection, data reduction, data presentation and conclusion. It is done with the strategy formulation framework method to

help formulate appropriate planning strategies through a more logical, systematic, and rational approach to strategy assessment. The strategy consists of three stages, namely the input stage using IFE (Internal Factor Evaluation) and the EFE (Internal Factor Evaluation) matrix [5]. The second stage, The Matching Stage, which uses IE matrix tools and SWOT matrix, results in the organization's position in Hold and Keeping and formulates various alternative strategies. The Decision Stage using QSPM (Quantitative Strategic Planning Matrix) tools [6].

## 4 Result and Discussion

This data processing is shown to obtain the formulation of the right business strategy for the appraisal consultant service company is in accordance with the current external and internal circumstances of the company. The formulation of this business strategy uses the SWOT matrix and QSPM matrix. This data processing consists of three parts, namely the input stage, which is the beginning of this research, including external and internal analysis of the company; then the process, age which is the stage where data processing is carried out, including the SWOT matrix and the final stage is the conclusion making stage where the conclusion is an appropriate business strategy, at this stage the tool used is the QSPM matrix.

### 4.1 The Input Stage Internal Factor Evaluation (IFE) Matrix

These external factors include opportunities (opportunities), which are positive factors for the company and threats, e.g., ea., ts), which are negative factors for the company. These factors are obtained from data collection that has been carried out at the company's assessment obtained multiplication is carried out between the weight value and the thing value, that the EFE matrix is obtained as in Table 2:

**Table 4.** Internal Factors Influence the Service Consultant Policy on Business Performance After Covid Pandemic

No	Dominant Internal Factors	NS 1	NS 2	NS 3	NS 4	Sum	Weight	Rating	Score
OPPORTUNITY									
1	Advances in information and communication technology	4	4	3	2	13	0.15	3	0.49
2	Planning programs for economic acceleration and expansion in consulting services ( <i>appraisal</i> ) will be increasingly available projects from clients	3	2	3	3	11	0.13	3	0.35
3	The <i>Consultant Grade</i>	4	3	4	3	14	0.16	4	

	(Service Expert Qualification) is a business opportunity to obtain consulting projects through tenders								0.57
4	With good professionalism, it will improve your work ethic	3	2	2	3	10	0.12	3	0.29
5	Customer and partner loyalty is increasing	3	3	2	2	10	0.12	3	0.29
TOTAL						58	0.67		1.99
THREATS						Sum	Weight	Rating	
1	There are constraints on the company's financial income	1	2	2	1	6	0.07	2	0.10
2	The number of consulting service competitors that have sprung up	1	2	1	2	6	0.07	2	0.10
3	The economic condition of consulting service companies ( <i>appraisal</i> ) is not stable	2	1	2	1	6	0.07	2	0.10
4	Experiencing difficult bureaucracy and lack of transparency regarding appraisal services	1	1	1	2	5	0.06	1	0.07
5	Changes in consultant services policy ( <i>appraisal</i> )	1	2	1	1	5	0.06	1	0.07
TOTAL						28	0.3		0.46

Source: proceed from collecting and analyzing data from interviews, observations and documents, 2022

Table 2 shows that the total score obtained from external factors is 2.83. From the results of the weighting and assessment obtained earlier, the multiplication between the weight value and the rating value, the IFE matrix is obtained the total score obtained for external factors is 2.45. The opportunity factor that has the biggest role is that the Consultant Grade (Service Expert Qualification) is a business opportunity to obtain consulting projects through tenders with a score of 0.57-fold, lowed by advances in information and communication technology with a score of 0.49. Opportunity factors that have a positive role must be utilized as well as possible by the company.

#### 4.2 The Input Stage External Factor Evaluation (EFE) Matrix

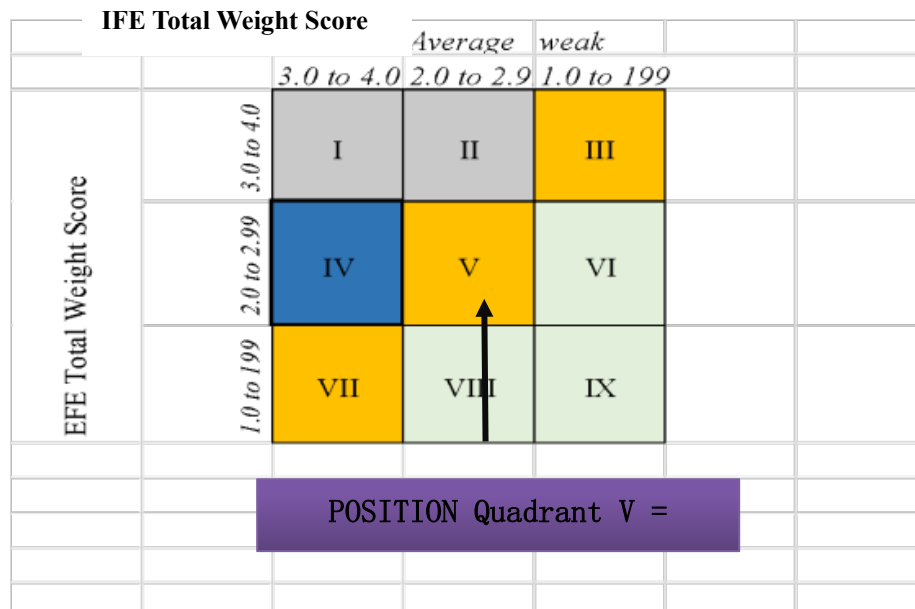


Internal Factor Evaluation is a matrix that displays internal factors that affect the organization or company in running its business.

The strength factor that has the biggest role is good relations with partners and customer loyalty, with a score of 0.58 of, followed by a good promotion process in consulting services (Appraisal), with a score of 0.51. Opportunity factors that have a positive role are utilized as well as possible by the company.

### 4.3 The Matching Stage

Internal – External based on the analysis of the external and internal environment using the EFE matrix and IFE matrix, the score for the EFE matrix is 2.45, while the score for the IFE matrix is 2.83. From the core values that have been obtained by the EFE and IFE matrices, the IE matrix can also be compiled. Thus, the position of the consulting services company in the IE matrix is shown in Figure 2.



**Fig. 3.** Internal-External Matrix Results  
Source: Analysis Results, 2022

Figure 3 occupies quadrant V on the IE matrix. Based on matrix theory, IE (Internal-External) states that the appropriate strategy for companies occupying quadrants III, V, and VII is Hold and Hold.

A SWOT matrix is a systematic identification of various factors to formulate a company strategy. This matrix is based on the logic that maximizes strengths and opportunities and simultaneously minimizes weaknesses and threats. The preparation of the SWOT matrix was also the result of a focus group discussion with one of the directors and appraisal workers. Based on the SWOT matrix, it can be seen that there are 4 (four) alternative strategies that are matched to the results of the IE matrix strategy, including: (1) Product Development. This

strategy expects organizations to be able to improve or make modifications, such as the latest innovations related to population administration service products [7], to better attract service users. Functional strategies that can be related to this strategy are SO-1, SO-3, WO-1, WO-3, ST-1, ST-2, ST-3, WT-1, WT-3; and (2) Market Penetration. This strategy expects organizations to be able to increase market share in population administration services through maximum marketing efforts. Functional strategies that can be related to this strategy are SO-2, SO-4, WO-2, WO-4, ST-4, WT-2, WT-4

#### 4.4 The Decision Stage

The assessment on the QSPM matrix is the same as the EFE and IFE matrix, namely on a scale of 1-4, where the higher value indicates that the strategy is in accordance with the company's conditions [6]. This method is a method to choose which strategy is most suitable and in accordance with the company; as lasciviously explained, the selection of strategies with this method is to choose the strategy that gets the highest number of scores. Table 3 shows the result of the QSPM matrix assessment between the market penetration strategy and product development strategy. This assessment is carried out by conducting focus group discussions with company leaders and one of the company's managers.

**Table 3.** External Factors Influence the Service Consultant Policy on Business Performance After COVID Pandemic

Key Factors	Weight	Alternative Strategies			
		Market Penetration		Product Development	
		Rating	Weight X rating	Rating	Weight X Rating
<b>Opportunities</b>					
Advances in information and communication technology	0.15	4	0.60	4	0.60
Planning programs for economic acceleration and expansion in consulting services ( <i>appraisal</i> ) will be increasingly available projects from clients	0.13	3	0.39	3	0.39
The Consultant Grade (Service Expert Qualification) is a business opportunity to obtain consulting projects through tenders	0.16	4	0.64	3	0.48
With good professionalism, it will improve your work ethic	0.12	3	0.36	3	0.36

Customer and partner loyalty is increasing	0.12	3	0.36	4	0.48
<b>Threats</b>					
There are constraints on the company's financial income	0.06	2	0.12	3	0.18
The number of consulting service competitors that have sprung up	0.07	4	0.28	3	0.21
The economic condition of consulting service companies ( <i>appraisal</i> ) is not stable	0.07	2	0.14	3	0.21
Experiencing difficult bureaucracy and lack of transparency regarding appraisal services	0.06	3	0.18	3	0.18
Changes in consultant services policy ( <i>appraisal</i> )	0.07	3	0.21	3	0.21
	1.0				
<b>Strength</b>					
Good relations with partners and customer loyalty	0.15	3	0.02	3	0.45
The contribution of employees is quite good regarding consulting services ( <i>appraisal</i> ) for companies	0.13	3	0.39	3	0.39
Optimal Information Management in Computerization System	0.13	3	0.39	3	0.39
Having sufficient skilled labour in the field of consultant services ( <i>appraisal</i> )	0.13	2	0.26	3	0.39
Good promotion process in consulting services ( <i>Appraisal</i> )	0.14	4	0.56	3	0.42
<b>Weakness</b>					
Company operational systems that have not been utilized optimally	0.06	2	0.12	3	0.18
Lack of attention to <i>massive promotions</i>	0.07	3	0.21	2	0.14
Lack of competent company human resources available	0.05	2	0.10	2	0.10

The organizational structure in the company's divisions that are not yet appropriate	0.06	2	0.12	2	0.12
The services provided have not been maximized in implementing promotional digitalization	0.05	2	0.10	2	0.10
	1.0		5.55		5.98

Source: proceed from collecting and analyzing data from interviews, observations and documents, 2022

Based on the results of the QSPM assessment Table 3 shows the strategy that is in accordance with the current condition of the company is product development. This alternative product development strategy gets a score of 5.98, higher than the market penetration strategy, which gets a score of 5.55.

#### 4.5 Product Development Strategy

There are various incomes regarding the stages in the product life cycle as a part of product development strategy [8]. Some classify it into introduction, growth, maturity, decline and termination. Meanwhile, some state that the entire stages of the Product Life Cycle consist of an introduction (pioneering), rapid growth (market acceptance), slow growth (turbulence), maturity (saturation), and decline (obsolescence). Product development strategies related to existing products are the implementation of consulting services that are not developed, such as relying on technology that has been provided, promotional processes that are not innovative, and lack of target markets because it is difficult to adapt [9]. Therefore, companies can build quality human resources and restructure companies that are obsessive about improving the quality of competing companies. Product development strategies that are not directly related to existing products can be done by utilizing the development of promotional digitalization-based consulting services because the company has made optimal and well-structured market share improvements. Improvements to organizational restructuring in the company's divisions have also begun to progress so that the HR competence of employees begins to increase in professionalism in their work ethic, to create a superior and competitive role in building similar competitions that have sprung up to make optimal use of company revenue.

#### 5 Conclusion

Based on the results of this study, on business policy strategy on consultant services, there are some conclusions, as follows. A process of improving internal quality through the results of alternative strategies to change the business environment by optimizing sources of excellence related to making strategic concepts such as optimizing consulting services in the

field of information and communication technology. External improvements by building customer interest in making a broad and more competitive target market with good relationships in building customer loyalty. Based on the results of the SWOT matrix, it consists of the formulation of internal and external factors, namely strengths, weaknesses, threats, and opportunities. Then, the results of the formulation of these factors become alternative strategies of the com, which are analyzed with the QSPM matrix. Strategy formulation obtained from internal and external factors as many as six alternative strategy formulations, consisting of (a) The Company can utilize the strengths and opportunities of internal improvement to create sources of excellence concerning superior skills, superior resources, and superior control by implementing and conceptualizing strategies, (b) conducting a comprehensive promotion process (massive), (c) developing business opportunities on the impact of the pandemic by optimizing projects through new tenders with structured programs on accelerating and expanding the economy, (d) improving through a structured company operational system and building quality and competent human resources, (e) developing improved strategies and innovations in building market share that achieves targets and optimization Stable company revenue, and (f) increasing the role of superior and competitive consulting services in building similar competitions.

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