



## THE PRACTICE OF FINANCIAL CONSULTANT SERVICE DILEMMA: THE LINK BETWEEN LIFE SUSTAINABILITY AND PRICING

Imtiyaz Farras Mufidah<sup>1\*</sup>, Makaryanawati<sup>2</sup>

<sup>1,2</sup> Faculty of Economics, Universitas Negeri Malang, Indonesia

Email: <sup>1</sup>[imtiyazfarras@gmail.com](mailto:imtiyazfarras@gmail.com), <sup>2</sup>[makaryanawati.fe@um.ac.id](mailto:makaryanawati.fe@um.ac.id)

### Abstract

*This study focuses on the practice of Financial Consulting Services regarding survival with pricing. The difference between this research and previous research is that it is still not optimal in determining the price of consulting services. It is still rare to conduct research related to survival in Financial Consulting Services. This qualitative research focuses on case studies with an interpretive paradigm. In a survival growth strategy, X's financial consulting services use word of mouth (WOM) communication strategy to expand market reach. X's own financial consulting services have a dilemma when faced with small clients who only pay a low fee for consulting services. In the end, the consulting procedures carried out must be adequate to maintain the quality of consulting services, where Financial Consulting Services X has pricing policy guidelines and cuts the level of consulting leveling. Rules that are more accommodating to small clients in the area are needed regarding compensation for Financial Consulting Services.*

**Keywords:** *practical dilemmas, financial consulting services, interpretive paradigms, survival strategies, pricing policies.*

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### INTRODUCTION

The Financial Consulting Services Office is faced with challenging business challenges (Febrian, 2018); (Kaiser & Loscher, 2015). Financial Consultant Services: must have a competitive strategy to compete to maintain business continuity. In addition to building a competitive strategy, consultants need to understand the pricing aspect's risks (Patsula, 2007). Not only that, consultants, when receiving clients, also need to comprehensively consider the client's business environment, such as the client's industry, regulations, the operational environment, suppliers, customers and creditors (Wolfe & Sterna, 2020). Understanding these matters will help the consultant recognize the risks faced by clients and detect problematic clients who are faced with high risks, such as litigation (civil lawsuits or criminal charges) (Sun & Liu, 2011). Consultants must be more careful because the potential costs of litigation will be greater than the fees received by the consultant. The strategy that can take to reduce the client's risk to the consultant is to implement a monitoring policy (supervision, consulting) that is more stringent (Wolfe & Sterna, 2020).

One of the problems faced by Financial Consultant Services: is the pricing dilemma. On the one hand, Financial Consultant Services wants to set a high price according to the economic value of the services provided to clients. But on the other hand, according to Owusu-Manu et al. (2012), if the consultant sets a high price, it will make the client less interested in the service because it can cause losses to the client's business. This situation puts Financial Consultant Services in a dilemma because too high pricing can harm the client, but it can harm the consultant if it is too low (Mustofa, 2014). The

right pricing policy can ensure that consultants can be more successful and earn long-term profits to maintain their survival (Craciun, 2017).

The strategy of financial consultants to survive must be focused on highly efficient operations while being able to respond quickly to changes in the competitive environment (Hasim, 2005). The concept is based on the survival of the fittest theory, which can analyze the development and competition of companies in the industry and explain changes in the economy (Loasby et al., 1983). The survival-based view in strategic management emphasizes the assumption that the organization must use a strategy to run highly efficient operations and respond quickly to changes in the competitive environment (Hasim, 2005).

Consultants are trusted to have expertise, competence, and a code of ethics (Loscher & Kaiser, 2015) and always maintain independence (not taking sides with various interests within the company organization). In the financial sector, the consultant gained professional expertise. Through various pieces of training to gain a lot of experience. Djalois et al. (2010) stated that competence is crucial for consultants to provide quality services. If the consultant has good competence, the client will get solutions, innovations and make decisions correctly and quickly (Craciun, 2017).

Consultants must also have a good brand. Chernatony, McDonald & Wallace (2011) state that successful branding will create a product easily recognized by clients while making the product add value to consultants. The strength of branding depends on the client's perception of the services offered by the consultant (Owusu-Manu et al., 2012). Good branding can maintain reputation and trust for consultants (Loscher & Kaiser, 2015).

The pricing policy in achieving this growth has never had a standard and precise formula. It all depends on the strengths, weaknesses, challenges, and opportunities in consulting services. Raising prices is not an easy matter because it has far-reaching implications. Consultants should consider charging different prices for the same service and value to keep clients. Retaining existing clients is more straightforward than getting new clients (Mustofa, 2014). Building closer relationships with clients will foster loyalty. Thus, clients will not move to competitors because they feel comfortable and trust the services provided by long-term consultants.

Several previous studies regarding pricing in Financial Consultant Services: conducted by Abratt & Pitt (1985); Morris & Joyce (1988); Morris & Fuller (1989); Dodds et al., (1991); Mochtar & Arditi (2001); Conklin & Michelin (2004); Avlonitis & Indounas (2005); Avlonitis & Indounas (2006); Indounas (2009); Furtmueller et al., (2011); Owusu-Manu et al. (2012); Kaiser & Loscher (2015); Owusu-Manu et al. (2016); Rothwell et al. (2017) and Adesi et al., (2018). These studies have focused solely on pricing consulting services. However, to the best of the researcher's knowledge, research linking pricing in Financial Consultancy Services: with survival exists. Thus, this research will focus on the dilemma of financial consultants in maintaining survival by setting the optimal service price.

Based on these problems, it is necessary to examine the phenomenon of the practical dilemma of Financial Consultant Services: X, the link between survival and price-fixing.

## **LITERATURE REVIEW**

### **Survival Based Theory**

The theory used by the researcher is the survival of the fittest theory developed by Spencer (1864). Survival of the fittest theory is a theory based on survival (Miesing & Preble, 1985). The theory is found in economics and is used to analyze how firms develop and compete in the industry and explain changes in the economy (Loasby et al., 1983). Consulting services to run efficiently must adapt to their environment to increase profitability and achieve the ultimate goal of surviving in a competitive market. Survival theory argues, if you do not adapt to an ever-changing environment and become efficient in it, it will not survive. Thus, what works is one that operates efficiently and adapts easily to its environment.

### **Competitive Strategy for Financial Consulting Services**

Financial Consultant Services carry out the competitive strategy for survival: first, consulting services must comprehensively understand the client's business (IC, 2019) and implement stricter monitoring policies to avoid high-risk problematic clients such as litigation (Sun & Liu, 2011). Second, consulting services must have integrity and have a code of ethics. Consultants with integrity must be honest in carrying out their profession and uphold objectivity (Mclachlin, 1999).

Third, consulting services must have professional abilities and an entrepreneurial spirit. According to Mustofa (2014), professional ability and entrepreneurial spirit are the primary keys to running consulting services and maintaining survival. Fourth, consulting services can determine the choice of the main focus that is general or specific in providing its services to clients (Mustofa, 2014). General selection is more effective for Financial Consultant Services: medium and large scale. On the other hand, if you choose to become a specialist or client-based consulting service, your services will be limited.

Then fifth, consulting services set prices based on time or value (Mustofa, 2014). If the pricing is based on time, then the costs incurred in Financial Consultant Services: will be covered quickly. However, this system makes the client feel uncomfortable. Clients are in a hurry because time is money, meaning the more time the client does, the greater the costs the client has to spend. Meanwhile, value pricing or pricing based on value is a price set indirectly, absolute and still negotiable between the consultant and the client. Therefore, pricing based on the value of the consultant must consider the point of view of the business objectives, market conditions and competitors' prices (Roth, 2007).

### **Financial Consulting Services Growth Strategy**

Financial Consultant Services growth strategy: first, by partnering. Mustofa (2014) the growth of consulting service offices by partnering or collaborating with other companies is very important. The goal is to maximize other parties' common interests while establishing cooperation will create consulting services for tremendous growth. Second, good growth is sustainable, profitable and capital-efficient (Mussry et al., 2007). Good growth increases revenue, improves profits, is sustainable, and does not use considerable capital.

Third, the strategy to achieve the growth of consulting services can be done in two ways, internally and externally. The consultant can focus on increasing the fee base from existing clients from the internal side. As for externally, consultants can focus on getting new clients (Mustofa, 2014). Fourth, the consultant service growth strategy must have the greatest motivation for growth, namely managerial achievement. Growth ensures the continuity of the organization in the long term. In other words, consultants or organizations must grow if they want to survive (Jatmiko, 2004).

### **Price Fixing Indicator**

First, on the nature of the service, according to Owusu-Manu et al. (2012), consultants need to communicate with clients about the services offered to satisfy the attractiveness of their clients. The consultant's success is to be able to maintain relationships with clients (client-based relationships) because they have a high level of satisfaction with their services (Loscher & Kaiser, 2015). Second, Financial Consultant Services: must have the competence to provide good quality services for clients. Djalois et al. (2010) explained that the competence of consultants is vital to providing quality services. Financial Consultant Services: having good competent clients will get solutions, innovations and can make decisions correctly and quickly. Third, for Financial Consultant Services: a brand is an essential element because it can increase the reputation and build client trust. A good brand consultant can explain the value of Financial Consultant Services: to clients and how they differ from competitors. Consultants need to build a strong brand so that clients feel confident to choose the services offered by the consultant.

### **Pricing Policies**

Consultants should consider the optimal pricing policy strategy (Parece & Mehndiratta, 2002). Pricing affects the consultant's number of clients and how much revenue the consultant earns. Price is something that the client must give to get the advantages offered according to the market share of consulting services. Shapiro (1996) and Rothwell et al. (2017) argue that competitive prices based on market prices will be a successful path to long-term profit. Because these goals directly impact pricing policy, they must be stated explicitly (Canoon et al., 2009).

### **Fair Value Accounting**

The FVA concept has the advantage of improving the quality and reliability of financial reports (Sembering, 2017). A business organization that wants to grow and develop into a global, public or multinational company must be ready to apply the FVA concept in its accounting. Indonesia itself has implemented FVA in 2012 (Sukendar, 2012). The application of FVA makes the profession of Financial Consultant Services: as a provider of consulting services to users of financial statements, it is vital to verify fair value. Financial Consultant Services: providing consulting services such as bookkeeping services and compilation of financial statements for client companies based on a fair value measurement approach. Fair value is considered a relevant concept for preparing financial statements of a company or business entity because it can describe market value (Sukendar, 2012).

### **Service Fee Policy**

Financial Consultant Services Efforts: can run well according to professional standards, code of ethics and applicable regulations (Loscher & Kaiser, 2015) then Financial Consultant Services: must receive adequate compensation for services. Financial Consultant Services Office: must pay attention that when the fee is not adequate, it can pose a self-interest threat. If the consultant expected to work and act professionally does not receive sufficient remuneration for services, irregularities may occur. Each Financial Consultant Services: required to set a fee policy for adequate consultant fees applicable to internal Financial Consultant Services: to carry out the engagement.

## **METHOD**

### **Research paradigm**

Mackenzie & Knipe (2006) explain the importance of the research paradigm as a guide when conducting research. Research paradigms can assist researchers in formulating research problems and questions and how researchers will explore information to answer research questions. Determination of the approach in this study refers to Creswell (2003), who classifies research approaches according to the paradigm of ontology, epistemology, axiology and methodology.

First, ontology is concerned with the characteristics of reality (Collis & Hussey, 2003); (Creswell, 1998); (Denzin & Lincoln, 1998) or what will be studied in a study. The reality in this study is how the consultant's strategy is to maintain survival when setting the optimal service price. Optimal pricing on consultants is seen as a subjective and varied matter. This matter is because the pricing policy for consulting services is adjusted to the market prices given by different financial consultants.

Second, epistemology is concerned with how researchers acquire knowledge and the relationship between researchers and the object of research (Creswell, 2003). This study involves interaction between researchers and informants to conduct interviews who know the events of the dilemma of consulting practices at Financial Consultant Services: X. Researchers conduct interviews with

informants for an in-depth understanding of survival strategies when setting optimal prices at Financial Consultant Services: X.

Third, axiology is concerned with value in research. This value is related to the pricing policy in maintaining survival. Researchers to determine the pricing policy conducted interviews with informants. Therefore, in this aspect, researchers must understand whether there are values and biases that they carry while conducting research. In this study, to avoid potential bias, the researcher uses triangulation (various sources of evidence).

Fourth, the methodology is how researchers collect data and analyze data to answer research problems. The methodology has an essential role in linking theory and method because specific views on ontology theory and epistemology can help researchers choose appropriate research methods (Bryman, 1988).

Based on the perspectives of ontology, epistemology, axiology and methodology above, this study uses an interpretive paradigm when interpreting phenomena. The researcher uses an interpretive paradigm to understand practices in sustaining life when setting optimal service prices from the perspective of financial consultants as actors in the consulting practice.

### **Interpretive Paradigm**

This study aims to determine the practice of the consulting profession in maintaining its business continuity from the perspective of survival of the fittest theory. The researcher looks closely at Financial Consultant Services: X practices his professional practice to maintain survival when setting prices using an interpretive paradigm. The interpretive paradigm triggered by Burrell et al. (2019) states that this approach reveals reality. The purpose of the interpretive paradigm is to interpret the world, understand social life, and emphasize an understanding of the meaning (Paranoan, 2015). This interpretive paradigm understands the fundamental shape of the social world at the level of one's subjective experience. Klein & Myers (1999) suggest that conducting an interpretive study is intended to gain insight into social reality.

The social reality is social interaction (Johnson & Onwuegbuzie, 2004). This lifestyle is certainly the case with pricing policies developed through interactions between consultants and their clients. This study uses an interpretive paradigm in analyzing problems by understanding the context of reality based on the subjective meaning of human interpretations (especially financial consultants) from the pressures of their competitors or competitors. This study does not prove the hypothesis to identify significance, but it aims to observe and describe the relationship between consultants and their strategic actions to survive.

### **Research Approach**

This qualitative research focuses on case studies with an interpretive paradigm. This study uses a single case study method regarding a practical dilemma in Financial Consultancy Services: X. This dilemma arises in pricing because consulting services must choose between getting optimal short-term profits or choosing small profits to maintain survival. This study provides a factual and actual description of the case under study. However, it allows different research results for different topics, locations and periods. Case study data on pricing and sustainability policies are collected only with cases currently occurring or being investigated.

### Research Informants

Researchers researched Financial Consultant Services: X located in Malang, East Java. Financial Consultant Services: X Malang was chosen as the research site because it is one of the Financial Consultant Services: which has succeeded in existing and developing today. Initially Financial Consultant Services: X Malang is a small-scale Financial Consultancy ServiceS company, which later developed into a consulting services company that provides a comprehensive range of services. Researchers try to dig up information, one of which is with related informants. This study uses interviews to obtain information directly from the informant to explain the actual conditions. The parties who became informants in this study include:

Table 3.1.  
Research Informants

Informant (Pseudonym)	Position
Mr. D	CEO Consultant X
Mrs. N	Director of Consulting X
Mr. P	Senior Staff Consultant X
Mrs. S	Junior Staff Consultant X

The four informants were chosen because they represented each of the positions in Financial Consultant Services: X. Financial Consultant Services: X has a CEO and a Director, then Mr. D and Mrs. N became informants in this study. The selection of Mr. P and Mrs. S is personal openness to the researcher so that interviews can be conducted freely and fairly. During the interview process, the researcher avoided directing the informants too much so that the informants could express themselves freely according to the informants' views. Furthermore, when the researcher obtains new information from the interview process, the researcher develops questions flowing so that the interview model takes

place informally. The interview process and development are considered sufficient if the data obtained from the informant no longer provides new information on research development.

### **Data collection technique**

Data collection techniques in this case study use documentation, archival records, interviews and direct observation. First, with documentation, documentary information is relevant for each case study topic (Yin, 2019). Data collection in documents can be in the form of written rules that bind Financial Consultant Services: X, quality control standards for Financial Consultant Services: X, pricing policies for Financial Consultant ServiceS: X, and other documents relevant to the research. Second, archival records can also be used as information in carrying out case studies (Yin, 2014). Archival records can be in the form of service records, such as the number of clients served, the number of partners, the number of staff and the amount of income earned in a period, the Financial Consultant Services policy: X Malang, there are much evaluation reports Financial Consultant Services: X Malang.

Third, one of the most important sources of case study information is by conducting interviews (Yin, 2019). This study uses a semi-structured interview type because it can help participants express their opinions freely without being limited by the researcher's preconceptions (Doolin, 1996). Researchers in the interview process ask questions starting by asking general questions related to the beginning of the establishment of consulting services to the consultant's understanding of the strategy for the survival of consultant services. Furthermore, the researcher will explore information related to the optimal pricing policy to implement a strategy for the survival of consultant services. The researcher recorded the informants' responses during the interview process and then transcribed them (Hermanowicz, 2002).

Fourth, direct observation can start from formal to causal data collection activities (Yin, 2019). The data collection process involves observing and participating in Financial Consultant Services: X Malang. Researchers held meetings with interviews to collect data through observations to some consultants to observe interactions between the CEO and the Director and staff at Financial Consultant Services: X. Observational evidence is helpful to provide additional information about the topic to be researched (Yin, 2014).

### **Data Analysis Technique**

This study uses a case study analysis technique developed by Yin (2014) because it has stages of pattern matchmaking. This case study analysis technique has three steps: (1) pattern matching by classifying rough data in the field into three main factors in the survival of the fittest theory, namely competitive strategy, growth strategy, and pricing policy. The rough data that has been previously grouped will be displayed as an empirical pattern (research results) and outlined in a description of the research results. (2) making explanations, research results with narrative texts, tables, and pictures

following the research objectives, namely understanding the sustainability of life with pricing policies. (3) conclusion drawing/verification is carried out based on data analysis of research results to achieve research objectives. This study was meticulously carried out by re-verifying the data obtained during the data collection stage at Financial Consultant Services: X Malang to investigate the data's validity.

## RESULTS AND DISCUSSION

### Overview of Financial Consulting Services X Malang

Financial Consultant Services X is a professional service provider office established on April 12, 2014. In January 2015, Financial Consultant Services: X legalized its existence legally by becoming part of PT ABC. Financial Consultant Services: X is becoming a professional consulting firm supported by adequate resources to realize client company goals. Services that can provide Financial Consultant Services: X includes bookkeeping, a compilation of financial reports, taxation, management, business development, corporate communication, financial reporting assistance, preparation of government reports and financial information systems. Financial Consultant Services: X has a Quality Control Standard (SPM) guideline to maintain the quality of client input, the quality of human resources working on it, and the quality of financial reports. Financial Consultant Services Office: X runs SPM with a quality control system and quality reviews related to quality in professional practice.

### The Growth of Financial Consulting Services X Malang

Table 4.1 shows an increase in the number of engagements but a decrease in revenues. An increase in the number of engagements in 2015 to 2020 due to Financial Consultant Services: X organizes seminars, workshops, and particular events. These activities are done to expand its market reach outside the city of Malang (Participant Mrs. N).

Table 4. 1  
Growth of Financial Consulting Services X

Year	2015	2016	2017	2018	2019	2020
Partners	2	2	2	4	4	5
Staff	9	9	12	12	9	10
Bonding	54	54	56	60	60	106
Income (Rp)	639.898.140	644.469.004	749.326.090	1.213.691.090	1.399.433.326	1.121.221.222

The result is that in 2020 there were 106 engagements, but the amount of revenue received was less than 2019. This result was due to the small contract value, and some old clients in 2020 asked for fee reductions because the client's business was experiencing a decline in business due to the impact of the Covid-19 pandemic (Participant Mrs. S). Financial Consultant Services: X in a state of declining

income still increases the opportunity to expand its market reach. In addition, when consulting services are in a state of declining income, they must determine that financial considerations should not be the reason or decision that causes the quality of consulting to decrease (Mustofa, 2014). Financial Consultant Services: X when faced with small clients or clients with small contract values, Financial Consultant Services: X must understand the client, which impacts the results of providing recommendations for improvements or solutions to the client company (Participant Mrs. D). Consultants providing services according to client expectations will increase engagement with new clients and existing clients (Mclachlin, 2000).

### **Sustainability strategy of Financial Consulting Services X Malang**

Financial Consultant Services: X has been around since 2014. Financial Consultant Services: X can survive because it uses a word-of-mouth communication strategy and a market expansion strategy. Communication strategy "word of mouth" or communication by word of mouth is a strategy Financial Consultant Services: X to stand out in clients and non-clients. "... maintaining good relationships and communicating by word of mouth indirectly the good name of Financial Consultant Services: X can be recognized, seen and remembered when dealing with clients and non-clients" (Participant Mr. D). Financial Consultant Services: X tries to be unique with a "word of mouth" communication strategy to be known. People will refer to Financial Consultant Services: X to use his services. One of the most successful effective ways is by "word of mouth" (Mustofa, 2014). In addition, word of mouth communication influences reputation and sustainability opportunities for consultants (Dawes et al., 1991).

Another strategy developed by Financial Consultant Services: X is an outreach strategy. This year (2021), we are in the stage of expanding the market to be able to introduce our company (Financial Consultant Services: X) in Malang and Outside Malang (Participant Mrs. N). Financial Consultant Services: X expands the market with several efforts made, namely making Seminars, Workshops, Certain Events And Having A Website And Social Media. In 2018, FINANCIAL CONSULTANT SERVICES: X organized an event supported by several banks and other companies supporting the continuity of the event (Participant Mrs. N). The event was held for Financial Consultant Services: X can enter into agreements with several companies for financial consulting services for his services.

One of the strategies owned by Financial Consultant Services: X is to stay afloat by adapting to an environment that continues to develop and change. Therefore, Financial Consultant ServiceS: X often participates in many training, seminars, communities and is active on social media. In addition, Financial Consultant Services: X is also often asked to give the community its ability to collaborate, share valuable things, and solve problems, and research. Financial Consultant Services: those who quickly adapt to changes in the business world will get high benefits and profits (Ruky, 2019).

### **Pricing Policy for Financial Consulting Services X Malang**

Financial Consultant Services: X sets the price for consulting services by considering "... company turnover (clients) and complexity of work (consultants)" (Participant Mrs. N). There is no standard in determining the price for accounting services in determining the fee amount (Mustofa, 2013). However, it takes creativity to determine the number of fees that will charge to the client. The critical thing to note is that the fee does not burden the client, while at the same time being able to cover all costs incurred, including the cost of salaries and employee benefits, office overhead and the development of the consulting service office concerned (Gómez, 2018; Green, 2021). The consultant determines the amount of the fee, considers the costs incurred, and then adds to the profit to be determined (Mustofa, 2014).

Several studies have stated that the price-setting by Financial Consultant Services: must be appropriate and reasonable to maintain its survival (Avlonitis & Indounas, 2005; Gómez, 2018; Iwarere & Fakokunde, 2011; Owusu-Manu et al., 2012). Gómez (2018) states that consultants in setting prices must be reasonable by considering the quality of the services provided and the prices set. Therefore, it becomes a challenge for consultants (especially Financial Consultant Services: whose market share is in the small, medium and even micro business environment) to maintain their survival with low fees.

Financial Consultant ServiCES: X when faced with the dilemma of a small client who can only pay a low fee for consulting services. Financial Consultant Services: X uses a leveling strategy which results in more CEO involvement in the details to the client. The consequence of cutting levels or leveling is that the CEO must be willing to dive into technical issues and continue to monitor all consultants for their consulting services. In addition, Financial Consultancy Services: X itself makes guidelines for financial consultants to continue to carry out adequate consulting procedures. When accepting clients, consultants still consider the client's integrity.

This procedure demonstrates that Financial Consultant Services: X accepts clients of all sizes. When accepting small clients, consulting services must select the right consultant (Kakabadse et al., 2006).

"... The only thing that will finish is the evaluation, by looking at the problem and then making recommendations for improvement, so it is a short distance." The CEO is indeed a bit of a hassle, so for small clients, the problem is to find a consultant who understands the client's business, and the CEO must be willing to go into the details". (Participant Mr. D).

Financial Consultant Services: X sets the price based on the client's company turnover and the complexity of the consultant's work with a value pricing system. "... the fees we charge the size of the company and the price-setting using a negotiation system to get mutual benefits" (participant Mrs. N). Consultants must have good skills in making negotiating strategies (Ruky, 2019). In this case, the consultant is faced with determining an agreement regarding the profits that the consultant gets and the benefits that the client gets. Sometimes consultants get client demands, where clients hope to get more

value from using their services. Ruky (2019) argues that clients expect higher quality work, faster delivery of work results, and greater transparency and accountability in consulting work. However, on the other hand, clients want services at lower costs (Ruky, 2019). Therefore, even though consultants receive low fees for services, consultants must reduce prices to be competitive (Owusu-Manu et al., 2016). Each consulting service must set an adequate pricing policy (Craciun, 2017) and applies to internal Financial Consultant Services: X to carry out the engagement to affect the viability of the Financial Consultant Services: X.

## CONCLUSION

Financial Consultant Services: X carries out the professional practice of consulting to maintain survival by setting optimal service prices. Financial Consultant Services: X has several strategies that can outperform his professional competitors in his business challenges to stay afloat. Some of the strategies used by Financial Consultant Services: X, namely competitive strategy, growth strategy and pricing policy. Financial Consultant Services: X competitive strategy in every job is done by focusing comprehensively on understanding the client's business. Financial Consultant Services: X provides services with an attitude of responsibility, maintains integrity and has a code of ethics so that Financial Consultant Services: X runs well and can still maintain its sustainability.

The consultant carried out the growth strategy to survive by forming a Word of Mouth (WOM) communication strategy and a strategy to expand market reach. This strategy needs to be further developed to become a superior survival strategy. This strategy is good considering that the average client obtained by Financial Consultant Services: X is from this strategy. The strategy uses "word of mouth" communication or word of mouth communication, not only the client but also acquaintances with financial consulting service offices, relatives, friends, and even students.

Pricing policy for Financial Consultant Services: X is determined based on the turnover of the client company and the complexity of the consultant's work. Financial Consultant Services: X has a practical dilemma faced with a client who only pays a low consulting fee. Financial Consultant Services: X carries out adequate procedures to maintain the quality of consulting services, whereas Financial Consultant Services: X has pricing guidelines and has a strategy by cutting levels or tiered reviews. This procedure means that the CEO's involvement in financial consulting services will be very large. The consequence is that the CEO must be willing to dive into technical issues and continue to monitor all decisions of the financial consultant on the consultant's work process.

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