

# CHAPTER I

## INTRODUCTION

### 1.1 Research Background

Padang City as the capital city of West Sumatra Province, has great potential in the fields of economy and culture. The city has a population based on data from the Central Bureau of Statistics (BPS) of West Sumatra Province 2024, which reaches around one million people, to be precise 954.18 thousand people. With this population, Padang City is the city/district with the largest population in West Sumatra Province. Padang City is also known as a culinary city, historical city, and tourist city. In 2024, Padang City received an international award from UCLG (United Cities and Local Government) in Mexico City, which was given in recognition of Padang City's efforts in developing and preserving local culture and cuisine. One example of a typical food from Padang City that has gained worldwide recognition for its delicious flavour is rendang, which is also part of the city's richness.

In the context of today's globalization, the culinary specialties of a region are often accessible and appreciated by people around the world. Rendang, as one of Indonesia's traditional dishes, has managed to attract international attention. The existence of rendang not only reflects the richness of Indonesian culture, but also shows how food can be a bridge between tradition and innovation. In this case, restaurant and restaurant owners have a very vital role in introducing and preserving rendang. By opening a business that serves rendang, they not only help the local economy, but also maintain Indonesia's culinary heritage.

From the perspective of the community, the growth in the number of business actors in the culinary sector is driven by the lifestyle of Indonesians who prefer to eat out rather than cook or consume food at home. According to research conducted by Populix.co, during the 2022-2023 period, Generation Z and millennials showed a greater tendency to buy food outside, either online, takeaway, or dine-in, compared to cooking themselves or consuming food at home. In a week, about 63% of them buy food online up to three times. The Populix report also noted that traditional Indonesian food is the most popular among Gen Z and millennials, with a figure of 44%. Indonesian fusion food with Asian followed at 17%, and Indonesian fusion with western at 16%.

Based on a report made by the Indonesian Central Statistics Agency in August 2024 entitled Indonesia's Economic Growth in the Second Quarter of 2024, the Indonesian economy showed positive growth in the second quarter of 2024 with an increase of 5.05 percent compared to the same period in the second quarter of 2023. In particular, the accommodation and food and beverage provision sector recorded the highest growth, reaching 10.17 percent. This shows the great potential that the industry has in the food and beverage sector in Indonesia. To understand more about the growth of the culinary business in Indonesia, this data provides an overview of the development of the food and beverage industry in Indonesia.

**Tren Data Pertumbuhan Industri Makanan dan Minuman, Q2 2010 - Q1 2024 (Per Kuartal)**

Deskripsi

Q1 2010 Q2 2010 Q3 2010 Q4 2010 Q1 2011 Q2 2011 Q3 2011 Q4 2011 Q1 2012 Q2 2012 Q3 2012 Q4 2012 Q1 2013 Q2 2013 Q3 2013 Q4 2013 Q1 2014 Q2 2014 Q3 2014 Q4 2014 Q1 2015 Q2 2015 Q3 2015 Q4 2015 Q1 2016 Q2 2016 Q3 2016 Q4 2016 Q1 2017 Q2 2017 Q3 2017 Q4 2017 Q1 2018 Q2 2018 Q3 2018 Q4 2018 Q1 2019 Q2 2019 Q3 2019 Q4 2019 Q1 2020 Q2 2020 Q3 2020 Q4 2020 Q1 2021 Q2 2021 Q3 2021 Q4 2021 Q1 2022 Q2 2022 Q3 2022 Q4 2022 Q1 2023 Q2 2023 Q3 2023 Q4 2023 Q1 2024

POB Industri Makanan dan Minuman (Miliar rupiah)

Pertumbuhan Industri Makanan dan Minuman (Q on Q)

Untuk mendapatkan data & grafik ini, silahkan melakukan pemesanan via [www.dataindustri.com](https://www.dataindustri.com) atau whatsapp ke 0811-924-397

Sumber: DataIndustri Research, diolah dari akan dirilis dalam file yang pesan-

Q=Quarter (per 3 bulan), Q1 = Jan - Mar, Q2 = Apr - Jun, Q3 = Jul - Sep, Q4 = Okt - Des

POB (Produk Domestik Bruto) Atas Dasar Harga Konstan 2010

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The food and beverage sector in Indonesia is greatly influenced by the role of Micro, Small, and Medium Enterprises (MSMEs). They not only provide products, but also create many jobs, especially in areas that face unemployment problems. MSMEs are known for their innovation and creativity that allows them to offer unique products that appeal to consumers. In addition, they contribute to the local economy by using raw materials from local farmers and enriching the tourism industry with distinctive culinary experiences.

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The number of 1396 business units is proof that the MSME sector in Padang City has significant potential.

**Table 1. 1 Rumah Makan and Restaurant Statistics by Regency/City in West Sumatera (2019 - 2023)**

District/City	Number of Restaurants and Eateries by Regency/City in West Sumatra Province				
	2019	2020	2021	2022	2023
Kab. Kepulauan Mentawai	27	28	34	103	93
Kab. Pesisir Selatan	146	137	146	146	146
Kab. Solok	67	89	89	67	67
Kab. Sijunjung	119	48	133	133	134
Kab. Tanah Datar	40	41	41	51	51
Kab. Padang Pariaman	58	54	59	63	60
Kab. Agam	133	54	56	210	210
Kab. Lima Puluh Kota	40	57	42	43	43
Kab. Pasaman	47	47	47	48	50
Kab. Solok Selatan	57	48	64	64	64
Kab. Dharmasraya	60	62	23	30	63
Kab. Pasaman Barat	93	80	86	106	106
Kota Padang	336	318	203	204	335
Kota Solok	44	38	46	53	53
Kota Sawahlunto	57	46	68	68	66
Kota Padang Panjang	81	76	81	71	71
Kota Bukittinggi	63	61	50	48	75
Kota Payakumbuh	81	30	188	189	190
Kota Pariaman	65	65	90	95	95
Provinsi Sumatera Barat	1614	1379	1546	1792	1972

One of the interesting things about MSMEs is that the majority of them are family businesses. This business model is often a solid foundation for many entrepreneurs, as it is based on family values of trust and co-operation. As many as 59% of MSMEs in the UK are family businesses (IFB Research Foundation, 2023), making them the largest group in the category (Valenza et al., 2023).



This is in line with the report from Family Business Summit 2024: Longevity of Family Business Amid The Challenge Of Continuous Disruption, reveals that family businesses in Indonesia not only create 96.16 per cent of total employment, but also make a significant contribution of 53.28 per cent to GDP. During the COVID-19 pandemic, family businesses around the world have been able to survive well (Birdthistle & Hales, 2023). A study by Bajpai et al. (2021) found that family businesses only laid off 8.5% of employees, while non-family businesses laid off 10.2%. There are various indicators that can be used to assess how successful a family business is. Among them are trust, shared vision, organisational development, and trust in management and human resources (Stephens, 2024). According to Jamil et al. (2024) if a family business is able to survive for a long time since its establishment, it can be said that the business is sustainable. The main factor that supports the sustainability of a family business is the legacy that can be passed on to the next generation (Zapata-Cantu et al., 2023). If the management transition and replacement process does not go well, this can negatively impact the growth and performance of the company (Rahim et al., 2023).

However, it is also one of the main challenges for family businesses is to pass on the business to the next generation. Nowadays, many young people are less interested in continuing the business built by their parents, because they are more interested in different career paths. In addition, they often do not get adequate experience and knowledge related to the business. In addition, changing consumer tastes and market dynamics make businesses have to

continue to adapt; If there is no update, the next generation may think the effort is outdated. Therefore, succession must be carefully planned so that the family business can survive (Rahim et al., 2023).

**Table 1. 2 List of Restaurants in Padang City**

Name of Restaurant	Ratings and Reviews	
	Ratings	Reviews
RM Lamun Ombak	4,6	The food is delicious and the service is friendly and good
Rumah Makan Ampalu Raya	4,5	The food is delicious and the service is friendly and good.
Lapau Nasi Mama Ampang	4,4	Plenty of side dishes and plenty of space
Rumah Makan Fuja	4,3	Expensive prices are fine, as long as the service is also improved
Rumah Makan Simpang Raya	4,3	The flavour of the food is still pretty good. Although I think it has changed a bit from about 10 years ago.
Rumah Makan Ajo Paris	4,2	They say it used to be super duper crowded... very famous. (But tonight we were the only ones in the restaurant even though it was 19.00 pm)

Source: Google Reviews (2025)

Although they have been operating for a long time, not all restaurants are able to maintain their existence and dominate the market. Some previously popular restaurants have experienced a decline in customers and even had to close their businesses. Based on the table above, all the Padang restaurants studied are family businesses with similarities in business age (more than five years) and turnover generated. As a family business, these restaurants face additional challenges, such as traditional management, limitations in succession planning, and potential internal conflicts within the family that can affect business

continuity. These challenges are one of the factors that distinguish restaurants that are able to survive and remain popular with the public from those that are eventually forced to cease operations.

This is where business sustainability is important, which is a key element for companies to compete and dominate the market. Many companies now make sustainability a center of attention in formulating their future strategies. This is in line with the findings of research by Shad et al. (2019) on business sustainability, which shows that organizations must be able to utilize available resources in an efficient and effective manner, without reducing their potential to achieve future targets.

In the business world, sustainability is understood as a very complex and broad concept. The triple bottom line method (Elkington, 2004), divides the concept of sustainability into three dimensions, namely economic, social, and environmental. Yusoff et al. (2019) also added that they also stated that the three dimensions of sustainability are interconnected, where changes in one dimension will result in changes in other dimensions. Hanaysha et al. (2022) added that sustainability in practice arises from efforts to reduce environmental emissions, maintain community welfare, and achieve the company's economic goals. Sustainability awareness refers to the understanding of individuals and society about the importance of acting and being sustainable. They pay attention to the economic, social, and environmental impacts of their actions (Ghoniya et al., 2024). Sustainability awareness motivates people to adopt

behaviors, lifestyles, and decisions that support sustainable development goals. In other words, sustainability awareness is an important driver in creating positive change that supports the SDGs and ensures that we achieve sustainable development goals.

In order for sustainability to be realized effectively, companies must focus on developing strategic agility. Strategic agility has become a major concern in recent years, especially due to the rapid and often unpredictable dynamics in the business world. Many authors and academics have attempted to understand and define this concept. They see it as an acknowledgement of the increasing complexity and turbulence in the business environment. Companies need to develop flexibility and responsiveness capabilities in order to survive and thrive. According to Al Shawabkeh (2024), strategic agility is the ability of an organization to anticipate, act, and respond strategically to its internal strengths and weaknesses, as well as to external opportunities and threats.

To achieve strategic agility, companies must recognize and pay attention to the various competitive forces that affect their business, as well as how interactions with stakeholders can help innovate and increase competitiveness (Adomako et al., 2022). Businesses that have the ability to adapt strategically can quickly respond to sudden changes and market fluctuations, while still daring to implement strategies that give them an advantage in the market. In the context of VUCA—which includes Volatility, Uncertainty, Complexity, and Ambiguity—companies are faced with increasing challenges. Uncertainty



creates situations where the information needed for decision-making is often incomplete or unclear, requiring companies to develop flexible and responsive strategies. Businesses that have the ability to adapt strategically can quickly respond to sudden changes and market fluctuations, while remaining bold in implementing strategies that give them an edge in the marketplace.

However, researchers found interest in a Padang restaurant that has been established for more than a decade and recorded a daily turnover of at least IDR 50 million. The restaurant also has more than 20 employees and is classified as a large restaurant in Padang City, West Sumatra. The Padang restaurant is the Ampalu Raya Restaurant located at Jalan Sawahan No. 58, Sawahan, Padang Timur District, Padang City, West Sumatra. The Ampalu Raya Restaurant offers a variety of typical Minang dishes, including rendang, fish curry, and smoked beef jerky which are its signature dishes. Established in 2009, Ampalu Raya now has two branches located on Jalan Permindo and Jalan Sawahan. The price of food here is very much in line with the budget of its visitors, which is IDR 22,000 for its nasi rames and IDR 18,000 for its side dishes only. This study aims to analyze how restaurants in Padang City maintain their existence in the long term. Competition in this sector is very complex, especially because of the many business actors who also play in this sector and the VUCA era that makes this unexpected change. Restaurant owners play an important role in developing strategies through their strategic agility, which is expected to overcome various challenges. Strategic agility means more than just creating attractive products or improving services; it also includes a complete change in

the business model to adapt to market dynamics and customer needs. By exploring comprehensive sustainability - covering economic, social, and environmental aspects - owners can create sustainable business practices. The author hopes that this study can help restaurant owners better understand how to utilize strategic agility to achieve business sustainability. Thus, the author feels compelled to conduct further research on this topic, **"How Strategic Agility Impacts The Business Sustainability Of The Next Generation Family Business: Case Study Of Ampalu Raya Padang Restaurant"**.

### **1.2 Formulation of The Problem**

Referring to the background above, the author formulates this research question as "How is the implementation of Strategic Agility in the leadership of the next generation in family businesses for achieving Business Sustainability at the Ampalu Raya Padang Restaurant".

### **1.3 Writing Purpose**

This study aims to examine and analyze how to implement Strategic Agility in the next generation of family businesses in building Business Sustainability at the Ampalu Raya Restaurant.

### **1.4 Benefits of Research**

From the results of this study, it is expected to provide several benefits as follows:

#### **1. Academic Benefits**

This study is expected to expand the knowledge and understanding of readers about the application of strategic agility in a business context to

achieve business sustainability. In addition, this study can also function as a reference and source of information for future research.

## 2. Practical Benefits

The results of this study will be a guide for business actors in the restaurant sector, especially in exploring strategic agility in restaurants in Padang City. This is expected to help them in developing business sustainability and become the main consideration in making business decisions in the future.

### 1.5 Scope of Research

The research entitled "How Strategic Agility Affects The Business Sustainability of The Next Generation of Family Business: Case Study At Ampalu Raya Padang Restaurant" has a scope that is divided into two parts: theoretical and practical. From a theoretical perspective, this study explores the concept of strategic agility and business sustainability, as well as ways to achieve sustainability in the long term. While from a practical perspective, this study focuses on the culinary sector, especially restaurants operating in Padang City.

### 1.6 Writing System

In this study, there are five chapters, and each chapter consists of sub-chapters that discuss topics that are arranged systematically, as will be explained below:

## **CHAPTER I INTRODUCTION**

This chapter contains information about the background of the problem, problem formulation, objectives and benefits of the study, and the scope to be discussed.

## **CHAPTER II LITERATURE REVIEW**

This chapter includes theoretical foundations and concepts that are relevant to the issue being studied. To discuss the problems raised in this study, as well as previous research, a literature review is used as a reference source.

## **CHAPTER III RESEARCH METHOD**

This chapter presents information about the writing methods used, such as research design, research objects, operational definitions of constructs, data collection techniques, and research instruments, as well as methods and stages of data analysis.

## **CHAPTER IV RESEARCH RESULTS AND DISCUSSION**

This chapter discusses data analysis, research results, and discussions related to the findings.

## **CHAPTER V CLOSING**

This chapter contains conclusions, implications, and limitations of the study, as well as suggestions that are expected to support further research.



## CHAPTER II

### LITERATURE REVIEW

#### 2.1 Business Sustainability

##### 2.1.1 Definition of Business Sustainability

The phrase “Sustainable Development” was first used in 1972 in a report entitled *The Limits of Growth*. Then the term was reused in the 1987 Brundtland Report which was further published in the World Commission on Environment and Development (WCED) in 1989 (Ikerd, 2024). They interpreted “sustainability” into two main concepts, namely being able to meet current needs and not maintaining the ability to meet the needs of future generations (Yusoff et al., 2019). In the business context, sustainability is interpreted generally and described from various perspectives by Elkington in 1994 called the triple bottom line (TBL), which explains that there are three perspectives on the foundation of sustainability, namely economic, social, and environmental or known as 3P. The terms “TBL” and “Sustainability” are usually used interchangeably (Yusoff et al., 2019).

**Table 2. 1 Triple Bottom Line Indicator**

Economy (Profit)	Nature (Planet)	Social (People)
Sales, Profit, Return on Investment (ROI)	Air Quality	Employment
Taxes	Water Quality	Social Impact
Cash Flow	Energy Use	Human Rights
Employment	Waste	Responsible Products

Al-Abbadi & Abu Rumman (2023) explains that business sustainability is a deep commitment to sustainable business practices and an awareness of the human, social, and environmental impacts resulting from sustainability at the

organizational level. A sustainable company can be described as an economic element, which controls all aspects of its activities—financial, social, and environmental—that enable it to process and gain profits in the long term (Gross-Golacka et al., 2020a). Business Sustainability, based Yusoff et al. (2019), realizing benefits not only for their stakeholders, but also improving the quality of life of all those who interact with them and also protecting the environment.

The focus on long-term business sustainability in an organization is not only seen from the increase in profits and the progress of the company, but also from the commitment of people and the company's goals in contributing to social, economic and environmental issues (Ghoniayah et al., 2024). Yusoff et al. (2019) argues that sustainability does not have a single definition, as more than 70 different definitions have been proposed by various researchers regarding this term. In other words, business sustainability can be understood as an effort to achieve three interrelated goals, namely economic performance, environmental sustainability, and social responsibility (Rana, 2019). In this context, companies are not only required to achieve financial profits, but also to contribute to environmental preservation and improving the welfare of society. Today, companies of all sizes are aware that consumers tend to judge them based on their performance in terms of environment and society. Therefore, to ensure the sustainability of their business, companies need to be able to act in accordance with the expectations held by consumers (Hanaysha et al., 2022a). Gross-Golacka et al. (2020) argues that unlike managers of large companies, managers of small and medium-sized companies tend to ignore responsibility for

environmental and community impacts, because they consider the impacts to be insignificant and lack strong strategic relationships with local communities. In this dynamic market, companies need to routinely analyze the internal and external environment to understand the expectations of target audiences, so that they can utilize resources efficiently to face challenges and achieve sustainable competitive advantage (Hanaysha et al., 2022a). Companies must consider sustainability issues in every decision they make, and those who apply it as an end in itself will reflect this in their activities and policies (Ghoniya et al., 2024).

The benefits of sustainable practices will ultimately be realized through increased revenues, higher product quality and brand satisfaction, organizational commitment, improved brand image, potential government support, cost savings from sustainable logistics and supply chains, and reduced environmental and regulatory liability costs (Hanaysha et al., 2022a). Yusoff et al. (2019) adding that sustainability not only covers the three aspects mentioned, but also relates to corporate social responsibility and relevant moral issues.

### **2.1.2 Classification in Business Sustainability**

Sustainability refers to a company's ability to achieve long-term profits without harming society or the environment. According to The Dow Jones, as explained in their work Wheelen & Hunger (2022), There are three types of sustainability that need to be considered.

a. Environment Sustainability

Environmental Sustainability is the ability of a company to carry out its operations without damaging or disturbing the environment. This can be achieved by utilizing natural resources sustainably, reducing greenhouse gas emissions, and managing waste responsibly. One way a company demonstrates its social responsibility is by paying attention to environmental sustainability.

b. Economic Sustainability

Economic Sustainability is the ability of a business to achieve long-term profits by innovating, increasing efficiency, and developing sustainable products and services. Every company has governance standards that govern their operations. These standards include a company code of ethics, which is crucial to business sustainability.

c. Social Sustainability

Social Sustainability is the ability of a business to provide benefits to society by creating decent jobs, supporting local communities, and respecting human rights. Reporting on social sustainability can be done in various ways, such as philanthropic activities, good employment practices, and human resource development and other initiatives.

### **2.1.3 Business Sustainability Indicators**

Long-term planning of a business is necessary to ensure its future survival. This involves analyzing environmental changes and technological developments that may affect business operations, so that strategic steps can be taken to



maintain the sustainability of the business (Yusoff et al., 2019). Based Yanti et al. (2018), There are a number of parameters used to measure business sustainability:

1. Business Income, refers to the total revenue earned by a business from the sale of goods or services offered to consumers or customers. According to Endah Suci Damayanti (2023), Business Revenue is the total amount of financial profit generated from its operations during a certain period. It includes profits from sales, services, and other activities that make money for the company. The ability of a business to generate profits and continue to survive in the long term is shown by its Business Revenues. An increase in revenue is a sign that the business is growing, attracting investors to invest and support its growth.
2. Business Growth, business owners have the ability to expand the scale of their operations, so that they can increase production capacity and reach more customers to create greater growth opportunities. To determine the growth direction of a business, it is crucial to understand the financial condition, historical performance, and current state of the company (Zopounidis & Lemonakis, 2024). This can be achieved through various means, such as increasing production, expanding markets, or opening new branches. Yusfiarto (2020) added that fundamental analysis helps us predict the company's future growth and expansion potential.
3. Product Quality is the ability of a product to perform its various functions, such as reliability, accuracy, and durability, which is obtained through user

experience. Customers expect manufacturers to deliver high product quality, as this is a key value that ensures their satisfaction and loyalty. Based on Ardiansyah et al. (2023), Product quality is how well an item or result fulfils the needs and expectations of its users or consumers. In other words, product quality is a reflection of perceived satisfaction. When products fulfil customers' needs and expectations, they feel satisfied and tend to become loyal (Rouweyna et al., 2024). This loyalty ultimately shapes the company's image in the eyes of customers.

4. Competitiveness, the competitive advantage of a company can be assessed from the extent to which the company has competitive advantage. Competitiveness is the ability of a business to create products and services that appeal to customers and generate decent profits, while being able to face tough competition from other competitors. Competitiveness can be understood simply by comparing the price of the same sector produced in two different places. According to Dagilienė et al. (2020), Competitiveness is closely related to various determinants, and requires companies to be creative, original, agile, and smart in finding possibilities.
5. Environmental Conditions, refers to changes in economic and geographical conditions that occur in the business environment. Environmental conditions are external factors that can affect the performance and survival of an organisation. These factors are beyond an organisation's direct control, but can have a significant impact on business strategy and operations. Companies of all sizes are now realising that consumers are judging them

based on their environmental and social performance (Hanaysha et al., 2022b). As such, their business survival depends on the ability to fulfil consumer expectations.

#### **2.1.4 Benefits of Predicting Business Sustainability**

In today's business management, the business sustainability approach is crucial. Information on business sustainability is essential to improve the understanding of the various parties involved. According to Hanafi and Halim (2003) in Puteri (2022) Stakeholders, including investors, consumers and the general public, are increasingly aware of the importance of understanding the steps companies take to achieve business sustainability, especially amidst increasing economic uncertainty and increasingly complex social demands.

##### **a. Creditors**

Debtors who are considered capable of paying off their debts will receive loans from creditors. One of the important pieces of information to consider is the sustainability of the business. Creditors can use this information to determine the total amount of loans applied for by the debtor and to monitor the loans that have been given..

##### **b. Investors**

Investors have invested some of their funds to grow the business through stock and bond contributions. They use business continuity prediction models to estimate when a business might go bankrupt and how that would impact the value of bonds and stocks. With this information,

investors have the option to continue the business by selling the stocks or bonds they own.

c. Government

The government is obliged to supervise activities in every economic sector. If there are signs that indicate potential bankruptcy or declining performance, the government can take steps or implement policies that aim to provide recommendations and resolve problems with a focus on improving business.

#### **2.1.5 Implications of Business Sustainability in Product Life Cycle**

Sustainability is no longer a trivial issue. On the contrary, the demand for sustainability has become a major norm affecting almost all companies in recent years (Globocnik & Holzmann, 2024). Business sustainability is now an important issue that affects the product life cycle. In an increasingly competitive business world, companies are required to pay attention to environmental, social, and economic aspects. By adopting sustainability principles at every stage of the product life cycle, companies can reduce negative impacts on the environment while improving operational efficiency and meeting the expectations of increasingly concerned consumers.

The product life cycle consists of various stages, ranging from development to decline. At the development stage (introduction and growth stage), companies can use life cycle assessment (LCA) to analyse the environmental impact and resource use of the product to be launched (Liu et al., 2024). The majority of LCAs are used to analyse impacts that occur from the beginning to the end phase



(Alfarisi et al., 2022). In this situation, life cycle analysis (LCA) is the most dominant approach (Alfarisi et al., 2024). This helps in designing more sustainable products from the start. However, according to Alfarisi et al. (2024), Although LCA provides a comprehensive view of the life cycle, the analysis is conducted under the assumption that functions remain constant. LCA is based on the analysis of the inputs and outputs of the evaluated system, which allows the measurement of different environmental impacts, known as impact categories (Ramírez-Rodríguez et al., 2024).

In the maturity phase, companies can extend the life of their products and increase their recyclability. Tesla, for example, focuses on using renewable energy in the production of its electric vehicles, which is designed to reduce its overall environmental impact.

When products enter the decline stage, companies can apply circular economy principles, which emphasise product design for durability and recyclability. According to (Haanstra et al., 2017) The circular economy is a new approach to sustainable development that is gaining more attention from governments and organisations around the world. However, it appears that the application of circular economy principles in industry to support sustainable manufacturing is still minimal (Haanstra et al., 2017). Interface, for example, seeks to achieve a closed-loop system that minimises waste and maximises resource efficiency (Toniolo et al., 2024). As such, the circular economy can be understood as a set of mutually supportive principles (Haanstra et al., 2017). The choice and application of these principles depends largely on the context of the issue at hand.

The application of Life Cycle Sustainability Assessment (LCSA) is becoming an important tool to evaluate the sustainability impacts of products, services or processes. Life Cycle Sustainability Assessment (LCSA), which is based on the triple bottom line (TBL) approach (Elkington, 2004), emerging as an overarching framework that integrates the three pillars of sustainability (Ostojic & Traverso, 2024). LCSA provides a deeper insight into a product's impacts throughout its life cycle, encouraging companies to adopt sustainable practices. This framework integrates Life Cycle Assessment (LCA) used for environmental analysis, with Life Cycle Costing (LCC) for economic aspects, and Social Life Cycle Assessment (S-LCA) for the social pillar (Ostojic & Traverso, 2024). This approach is also relevant in the agricultural sector, particularly for fresh food products, to address sustainability challenges (Toniolo et al., 2024).

By integrating sustainability at every stage of the product lifecycle, companies can achieve long-term success while contributing to environmental preservation and social well-being. This holistic approach not only fulfils regulatory and consumer expectations, but also positions companies as leaders in the transition to a more sustainable future.

## **2.2 Strategic Agility**

### **2.2.1 Definition Strategic Agility**

Strategic agility has been a widely discussed topic in the business world as well as in academic literature. In 1991, a group of academics from the Iacocca Institute of Lehigh University in the United States put forward the idea of agility, which emphasized the importance of adaptable and flexible production to

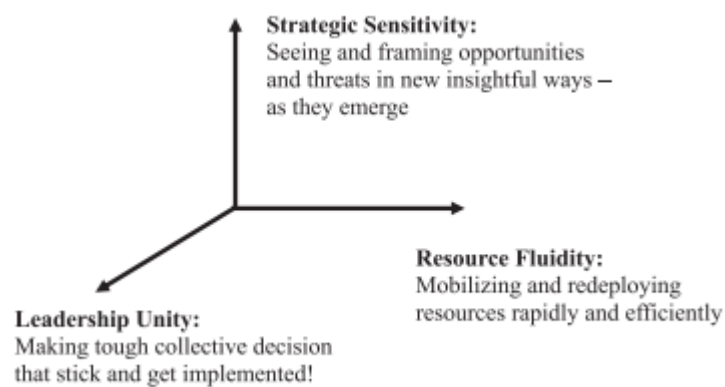
respond to rapidly changing market needs. According to Al Shawabkeh (2024), In the context of strategic management, strategic agility is a very important concept for global competitiveness. It involves the ability of a company to adapt, respond quickly, and develop strategies that take into account the uncertainty and dynamics of an ever-changing environment (Ahammad et al., 2021). These are some of the main qualities represented by strategic agility (Shams et al., 2021).

In addition, strategic agility refers to an organisation's capacity to predict, act, and react strategically to internal strengths and weaknesses, as well as to significant opportunities and threats coming from the external environment (Al Shawabkeh, 2024). According to Shams et al. (2021), Strategic agility is not the same as routine or planned types of change. It requires consistent and systematic variations in a company's processes and structures to be able to adjust to unforeseen market threats and opportunities.

It turns out that strategic agility requires recognizing and paying attention to the various competitive forces that affect the business and shape its interactions with various stakeholders, in order to innovate and improve the company's competitiveness (Adomako et al., 2022). In essence, strategic agility is governed by the interaction of three key capabilities, namely resource fluidity, strategic sensitivity, and leadership unity (Y. L. Doz & Kosonen, 2010). These three vectors of organizational “meta-capabilities” can be considered as the result of a combination of various forces. Y. L. Doz & Kosonen (2010) found that strategic sensitivity is highly dependent on a more open strategy process, high strategic awareness, and quality dialogue between senior managers. Resource fluidity is

enabled by flexible and multidimensional structures. Decentralized initiatives, as well as mobility of knowledge and individuals between units, are coupled with transparent, “plug and play” modular business processes. Meanwhile, leadership unity towards shared decisions, which is perhaps the most difficult “meta-capability” to develop, depends on interdependence between executives on a shared strategic agenda, collaboration between them, team unity, and the CEO’s role as more of an architect and facilitator than an action hero.

**Figure 2. 1 Key Factors Driving Strategic Agility**



Different strengths contribute to these three vectors, and each vector requires different skills. However, not all members of the senior management team need to contribute equally to each vector. The relevant principle here is that “no one is perfect, but a team can be perfect” (Y. Doz, 2020). When we consider individual behaviors and skills, we can also compare their contributions to a particular vector with behaviors and skills that support alignment, coordination, and integration within and across vectors. Strengthening individual strengths in a particular vector may depend on the specific contributions of a few senior executives who excel in certain skills. On the other hand, to foster alignment and



coordination across strengths and vectors, the necessary skills must be widely shared by all team members. As in all teams, individual strengths and collaborative skills are essential.

Businesses with strategic agility are able to respond quickly to sudden changes and market fluctuations, while still daring to implement practices that can provide competitive advantage. Therefore, strategic agility reflects the ability of an organization to adapt to change, see opportunities in the market, and evaluate those opportunities before competitors, and update existing plans according to ongoing changes (Ürü et al., 2024). Therefore, strategic agility needs to be planned because it affects the progress of the organization. In addition, Clauss et al. (2021) added that strategic agility describes the application of dynamic capabilities in a structured manner to achieve various entrepreneurial innovations in the company's products, processes, and services in the context of the business model.

Existing research generally focuses on the business context (Zahoor et al., 2022), considering various factors, including the ability of organizations to renew their business models (Clauss et al., 2021), innovate as entrepreneurs (Kohtamäki et al., 2020), and adapt to international contexts (Kohtamäki et al., 2020). Conceptually, strategic agility is often explored at the organizational level (Pinho et al., 2022), the individual level (Dube et al., 2024), or in human resource management. (Ahammad et al., 2020).

### 2.2.2 Key Aspects in Strategic Agility Development

In the era of globalization and rapid technological development, strategic agility is one of the keys to success for organizations in facing challenges and opportunities that are constantly changing. Strategic agility refers to the ability of an organization to adapt, innovate and respond to change quickly and effectively. According to Christofi et al. (2024), to achieve this agility there are several main concepts that play an important role, namely:

1. Knowledge Management

In the study of strategic agility, knowledge management is considered a very important foundation. Organizations that successfully adapt well in dynamic environments are often described as knowledge-centric companies, with the ability to generate, disseminate, and apply knowledge effectively and efficiently.

2. Information Technology

Integrated information technology infrastructure is a critical element in achieving strategic agility. With good infrastructure, connectivity between internal employees and external entities, such as suppliers and customers, can be improved, thereby increasing accessibility, visibility and transparency across the entire corporate chain.

3. Human Resource Management

Human resource management is the third aspect that is very important in the strategic agility literature. Organizations are highly dependent on their human resources and good HRM practices can have a major impact on the development of strategic agility. This emphasizes the importance of a

proactive approach in HRM especially in organizations that want to remain strategically agile by focusing on preparing individuals for upcoming roles and competencies.

### **2.2.3 Indicators of Strategic Agility**

Doz & Kosonen (2010) stated that strategic agility can be measured through three indicators, which are explained as follows:

#### **1. Strategic Sensitivity**

Strategic sensitivity is the ability of an organization to understand and assimilate the internal and external environment. It includes recognizing and responding effectively to change, supported by an open attitude, good perception, accurate interpretation, and the ability to take advantage of opportunities before competitors (Hamed & Fisal, 2022). This process involves several steps, including facilitating an “open strategy” approach that encourages open strategic discussions, increasing strategic awareness, supporting business research and development, building effective internal dialogue, and implementing mechanisms to ensure connectivity and collaboration within the organization. (Al Shawabkeh, 2024).

#### **2. Resource Fluidity**

The concept of resource fluidity refers to an organization’s ability to quickly change the configuration and redistribute its resources and capabilities after determining a new strategic direction. Changing the way of thinking is not easy, as individuals and organisations tend to be reluctant to change (Malik, 2018). This requires alignment between strategy and structure, personnel rotation, and the implementation of modular systems

and processes that can be quickly changed (Y. L. Doz & Kosonen, 2010). Resource fluidity impacts the organization's short-term capabilities, which are reflected in operational capabilities, and also has long-term and strategic effects on the organization's capabilities and structure (Kale et al., 2019). To achieve this, according to Xing et al. (2020), organizations need to reorganize their existing tangible and intangible assets in order to make decisions quickly and translate them into actionable actions. However, this fluidity can be constrained by "resource prison" which occurs when resources are difficult to reallocate.

### 3. Leadership Unity

Leadership Unity, or often referred to as collective commitment, enables senior management teams to quickly make important decisions when they realize there are strategic changes that require cooperation and interdependence (Reed, 2021). This integrative leadership approach helps avoid conflicts that are often contradictory, by building interdependent relationships, encouraging accountability among team members, and promoting inclusive collaboration among leaders (Rawashdeh et al., 2024). In addition, leadership unity also functions as an administrative response to the dynamics of the business environment (Bondzi-Simpson & Agomor, 2021). Where leader support for policies and collective commitment can accelerate the decision-making process, especially in rapidly changing situations (Clauss et al., 2021). Hartanto & Sarif Hasim (2024) added that the importance of this unity lies in the ability to open effective



communication channels at various levels of administration. On the other hand, strategic sensitivity reflects a keen awareness of developments in the market, allowing companies to better respond to external trends and changes (Ghezzi & Cavallo, 2020). With this capability companies can detect changes in the competitive environment and anticipate the steps taken by their competitors (Mancuso et al., 2024).

### 2.3 Previous Research

Authors can use a review of previous research as a guide to assess whether their research is in line with the theories and variables that have been developed by the authors related to this issue. There are a number of previous studies that have discussed this topic, and these journals can be found below:

**Table 2. 2 Previous Research**

No.	Researcher	Title	Research Result	Similarity	Differentiation
1.	Samuel Adomako et al., (2022)	Strategic agility of SMEs in emerging economies: Antecedents, consequences and boundary conditions	The study found that networks and technology help to improve SMEs' strategic agility, which is associated with international performance. Environmental dynamism strengthens the relationship, while internationalisation knowledge tends to weaken it.	This study also uses strategic agility as one of the variables studied. Both also use same object, namely MSMEs in developing countries	Differences in the uses of independent variables and research methods. Current research uses qualitative research
2.	Yves Doz, (2020)	Fostering strategic agility: How individual executives and human resource	The results show that three key capabilities are required to develop strategic agility: strategic sensitivity, resource fluidity, and	This study also makes strategic agility as one of the variables studied	Only focus on human resource practices

		practices contribute	collective commitment, which need to be supported by appropriate leadership behaviours and HRM practices.		
3.	Marko Kohtamäki, Heimonen, Sjödin, and Heikkilä, (2020)	Strategic agility in innovation: Unpacking the interaction between entrepreneurial orientation and absorptive capacity by using practice theory	The three main practices found in this study are: proactive idea generation, value-based product development, and market-focused product commercialisation, which increase profitability through the interaction of entrepreneurial orientation and absorptive capacity	This study also makes strategic agility as one of the variables studied and the object of research in the food sector MSMEs	Here the research method uses a mix method
4.	Fansuri Munawar, Keni Kaniawati, Ifa Latifah, and Dwinto Mantri AB, (2023)	Achieving Performance Through Strategic Agility And Entrepreneurial Innovation: An Empirical Research In SMEs Sector	SMEs that want to succeed need to be agile, innovative and learning-orientated. The study confirms that SMEs that invest in organisational learning are able to better adapt to change and create innovations that drive business success	This study also makes strategic agility an independent variable studied and the object of research in Indonesian MSMEs	The difference in the research methods used and the object of research in the manufacturing sector
5.	Kyriakos Christofi, Pieris Chourides, and George Papageorgiou, (2023)	Cultivating strategic agility – An empirical investigation into best practice	The results of this study suggest that for organisations to succeed in a changing business world, they need to be more agile. Investments in talent development management are key to building adaptability	This study uses qualitative research methods and focuses on strategic agility variables.	Differences in the object of research
6.	Khaled Al Shawabkeh, (2024)	The impact of strategic agility The impact of strategic agility on sustainable competitive on	The results of this study suggest that strategic agility affects sustainable competitive advantage through strategic renewal as a	This study also makes Strategic Agility an independent variable.	Differences in the research methods used and the subject of the research.

		sustainable competitive advantage: The mediating vantage: The mediating role of strategic renewal role of strategic renewal at telecommunication companies	mediator, which increases the ability of innovation and product quality to achieve competitive advantage.		
7.	Mahyar Amini and Ali Rahmani (2023)	How Strategic Agility Affects the Competitive Capabilities of Private Banks	The results of this study indicate that strategic agility has a significant impact on the competitive capabilities of private banks in Iran, with clarity of vision being the most important dimension in enhancing competitive capabilities.	This study also makes Strategic Agility an independent variable.	The subject of this research is the financial sector, namely private banks. There are also differences in the research methods, namely the use of quantitative research.
8.	Jonathan Reed, (2021)	Strategic agility in the SME: Use it before you lose it	This study found that there is a negative relationship between firm age and strategic agility; the older the firm, the lower the level of strategic agility. In addition, environmental turbulence moderates the relationship between strategic agility and firm performance.	This study makes Strategic Agility one of the independent variables and the object of research on MSMEs.	This research uses a quantitative approach using the survey method
9.	Rashed AlTaweel and Ibraheem Al-Hawary, (2021)	The Mediating Role of Innovation Capability on the Relationship between Strategic Agility and Organizational Performance	This study finds that strategic agility has a positive impact on organisational performance and innovation capability, with innovation capability significantly mediating the relationship between strategic agility and	Making Strategic Agility as an independent variable in their research	Differences in research methods and research objects used

			organisational performance.		
10.	Abas Rawasdeh et al., (2024)	The Impact of Strategic Agility on Environmental Sustainability: The Mediating Role of Digital Transformation	The results of this study indicate that digital technology and strategic agility capabilities have a positive impact on environmental sustainability performance, with strategic agility acting as a mediator in the relationship between digital technology and environmental sustainability in manufacturing firms.	In this study, Strategic Agility was appointed as one of the variables that acted as an independent variable	Differences in the object of research and research methods used
11.	Marjam Desma R and Lamidi, (2023)	The Influence of Entrepreneurship Characteristics and Business Environment on the Performance and Sustainability of SMEs Culinary in Surakarta	This study shows that entrepreneurial characteristics and business conditions affect both marketing performance and business sustainability of culinary MSMEs in Surakarta; with marketing performance acting as a significant mediator in the contact between entrepreneurial characteristics and business conditions.	This study adopts the business sustainability variable as the dependent variable and makes Indonesian Culinary MSMEs the object of research.	This research uses a quantitative approach, while the current research method is qualitative
12.	Yusmazida Mohd Yusoff et al., (2019)	Do all elements of green intellectual capital contribute toward business sustainability? Evidence from the Malaysian context using the Partial Least Squares method	In this study, the relationship between green intellectual capital has a positive impact on business sustainability as well as the firm's competitive advantage.	This study uses the business sustainability variable as the dependent variable and the object of research is MSMEs.	The research method used is a quantitative approach and focuses on the manufacturing sector.
13.	Nuraini Asriati et al., (2022)	Analysis of business behavior and HRM perspectives on	This study found that HR locus of control positively affects creativity,	Business sustainability is used as the dependent	The research method used is a quantitative approach



		post-COVID-19 SME business sustainability	entrepreneurial capability and business strategy of MSMEs, with creativity and entrepreneurial capability acting as mediators in the relationship with business sustainability.	variable in this study and the subject of this study is MSMEs in Indonesia.	
14.	T.J Bosco, Agaba Moses, and K.J David, (2023)	Strategic Planning and Business Sustainability of SMEs in Kigezi Sub-Region Uganda	The findings of this study indicate a significant relationship between strategic planning and MSME business sustainability, with a value of $r=0.789$ and $p<0.001$ . strategic planning contributes 78.9% to MSME business sustainability in Kigezi region.	This study also uses the business sustainability variable as the dependent variable. The object of research also uses the MSME sector	The research method used is mixed method
15.	Jalal Rajeh Hanaysha et al., (2021)	Impact of Innovation Capabilities on Business Sustainability in Small and Medium Enterprises	The research found that companies' innovation and technology capabilities have a positive impact on business performance and sustainability. The report recommends that companies invest in strengthening their innovation capabilities for sustainable practices.	This study adopts the business sustainability variable as the dependent variable and the object of research on MSMEs.	In this study, the approach used is a quantitative approach, in contrast to the current study which uses qualitative methods.
16.	John Hamilton, (2020)	The Strategic Change Matrix and Business Sustainability across COVID-19	The research found that DUK companies were able to survive during the COVID-19 pandemic by applying the 3Cs model (competence, capability and competitiveness) and using a strategic change matrix to adapt and pivot towards business sustainability.	Similarities in the use of business sustainability variables as independent variables and using a qualitative approach	The difference in the object of research, the object of this research focuses on digital marketing companies

17.	Elwira Gross-Golacka et al., (2020)	Can Elements of Intellectual Capital Improve Business Sustainability?—The Perspective of Managers of SMEs in Poland	The results of the study show that intellectual capital, especially human capital, has the most positive impact on the sustainability of MSMEs in Poland, from the perspective of managers.	The equation on the dependent variable is business sustainability and the research method uses a qualitative approach. Furthermore, the research subjects are managers from MSMEs.	The research object involves all MSME sectors
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## 2.4 Theoretical Framework

The title of this study is "How Strategic Agility Impacts The Business Sustainability of The Next Generation Family Business: Case Study of Ampalu Raya Padang Restaurant" which uses two theoretical concepts regarding business sustainability and strategic agility.

This research presents a framework that explores the complex relationship between strategic agility and business sustainability in the context of family firms. Through this comprehensive model, it explains how both factors contribute to the long-term success and resilience of family businesses in the ever-changing food and beverage industry.

Strategic Agility, which is at the core of this framework, consists of three main components: strategic sensitivity, resource fluidity, and leadership unity (Doz & Kosonen, 2010). Strategic sensitivity helps family businesses to quickly recognise and respond to market changes and new opportunities. Resource flexibility enables efficient asset management, allowing the business to adapt

accordingly. Leadership unity supports coordinated decision-making, ensuring that organisational goals and strategies remain aligned across generations.

In addition, business sustainability is characterised by efforts to maintain revenue growth, ensure high product quality, improve competitiveness, and adapt to environmental conditions. This comprehensive approach to sustainability not only ensures financial stability, but also contributes to long-term growth and resilience, which is especially important for family businesses that want to continue their legacy from one generation to the next.

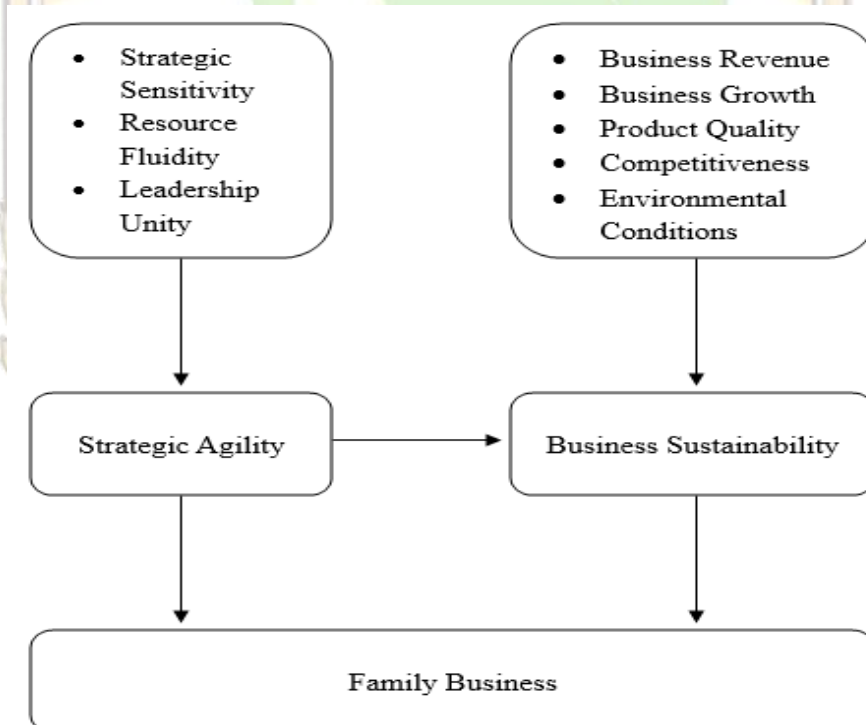
In this framework, it is stated that strategic agility has a direct effect on business sustainability. By increasing strategic agility, family businesses can more effectively maintain revenue streams, improve product quality, enhance competitiveness and adapt to changing environmental conditions. Furthermore, the synergy between strategic agility and business sustainability significantly contributes to the overall success of family businesses. Companies that can combine strategic agility with a focus on sustainability are in a better position to face challenges and capitalise on future opportunities.

Recent research highlights the significance of this framework, showing that strategic agility enables family businesses to overcome unique challenges, such as succession planning and balancing family and business interests. Moreover, it helps them to capitalise on their distinctive strengths, such as strong internal relationships and family social capital, to enhance resilience and adaptability. Prioritisation of non-financial objectives, such as maintaining family control

and legacy, often drives the adoption of sustainable business practices that ensure long-term sustainability.

This research framework provides a strong basis for understanding how strategic agility and business sustainability are intertwined in driving family business success. By integrating these concepts, family businesses can enhance their ability to face challenges, capitalise on opportunities, and ensure their legacy and growth for future generations. In the ever-evolving food and beverage industry, this framework offers valuable insights for family businesses looking to maintain their competitive edge and achieve sustainable success.

**Figure 2. 2 Conceptual Framework**





## CHAPTER III RESEARCH METHODS

### 3.1 Research Design

Research design is a plan prepared to collect, measure, and analyze data that aims to answer research questions (Sekaran & Bougie, 2016). This research was conducted by applying a qualitative approach and using descriptive analysis and comparative studies in order to describe the phenomenon directly on the research object. This qualitative research is a research that focuses on the description with an inductive process, namely related to the truth that is a direct finding in the field. The results of these findings are then developed into a hypothesis or theory. The qualitative approach in research is often identified as naturalistic research, due to the fact that this research is conducted in a context that is in a natural environment. (*natural setting*).

This study places the researcher as a research instrument, which is often referred to as human interest. This is necessary because the existing situation has not provided a real picture. Previously, there was ambiguity and uncertainty regarding the problem, focus, procedure, hypothesis, and desired results. This shows that each study still needs further development. In such poor and unclear conditions, the researcher is the only way to obtain it. In this study, the author obtained and collected data by asking, investigating, observing, recording, and building a controlled social situation to be more certain and significant, known as primary data. In-depth interviews were used to collect data on how Padang restaurant owners and managers implement sustainability in their businesses.

### 3.2 Research Object

The object of the study is the type of Padang restaurant business unit located in Padang City. The Padang restaurant that was used as the object of research by the author is the Ampalu Raya Restaurant. The researcher determined the Ampalu Raya Restaurant as the object of this study because the business is a family business that has survived for more than 10 years and has more than 20 employees.

### 3.3 Operational Definition of Construct

This research develops constructs that are directly related to strategic agility and business sustainability as a reference in research. The following table is used as a reference for the development of operational definitions of constructs:

**Table 3. 1 Operational Definition of Construct**

No.	Construct	Parameters
1.	Strategic Agility	a. Strategic Agility b. Resource Fluidity c. Leadership Unity
2.	Business Sustainability	a. Business Income b. Business Growth c. Product quality d. Competitiveness e. Environmental Conditions

### 3.4 Data Collection Techniques and Research Instruments

In this study, the authors collected data using in-depth interviews to explore the Strategic Agility of owners and managers of Padang restaurants that contribute to business sustainability. Sugiyono (2011) states that to obtain information from sources, researchers use two tools. First, a more in-depth

interview guideline, in the form of a summary list of data collected. Second, tools such as mobile phones, cameras, or recording devices to record observations or interviews. Before conducting the interviews, the author has designed the procedure for this research. The steps taken by the author to obtain the research results are as follows:

1. This research began by collecting and reviewing existing literature, both from books and journals relevant to the topic under study.
2. Before conducting the research, the author interacted with informants from the object under study through visits to their locations. After finding informants, the author made an appointment to conduct interviews according to the agreed time.
3. The interview was conducted directly at the informant's place. In addition to the interview, the author recorded the conversation using a smartphone, recorded the important points of the informant's answers, and took documentation as proof that the interview had been conducted.
4. After the interviews with all informants are completed, the author will write down the data that has been collected in the form of transcripts. Then, the data from the transcripts will be processed and analysed.
5. In the final stage, all research results that have been processed and analysed will be presented in the form of a report that is ready to be accounted for.

### **3.5 Data Sources**

The author collects data by utilising two types of sources, namely primary and secondary data. Based on the explanation of Sekaran & Bougie (2016),

primary data is data obtained directly by researchers and processed to provide solutions to the problems under study. This primary data is used as a source of information in research to obtain accurate data and in accordance with the objectives to be achieved. To obtain primary data sources, researchers conducted in-depth interviews with restaurant owners and managers. This is very crucial to gather information about the strategic agility of the restaurant business unit. The researcher planned to involve three people from the restaurant in this study.

The author also utilises secondary data in addition to using primary data. According to Sekaran & Bougie (2016), secondary data is information obtained by researchers from existing sources through various media. In the context of this research, secondary data is obtained through literature studies, which include information from previous research, scientific books, and journals related to the topics discussed.

### **3.6 Methods and Stages of Data Analysis**

Descriptive qualitative data analysis, according to (Miles & Huberman, 1994), is an interactive process that is carried out continuously until the data reaches saturation, where no more information can be obtained. In qualitative research, this analysis process is divided into three stages: data codification, data structure presentation, and conclusion drawing or verification.



### 1. Data Codification

At this stage, data coding was carried out, where researchers gave names to the research results. From this stage, groups or topics were obtained that had been named by the researcher.

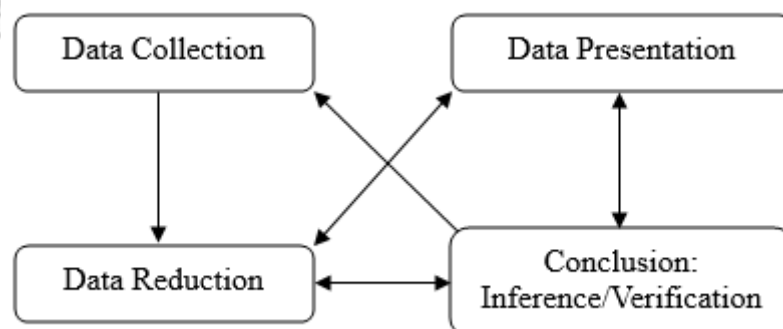
### 2. Data Presentation

In the data presentation phase, the researcher presents the research results in categories or groupings which are then analysed further. To increase the effectiveness of data presentation, Miles & Huberman (1994) recommend the use of matrices and diagrams, and do not recommend the narrative method.

### 3. Conclusion Drawing/Verification

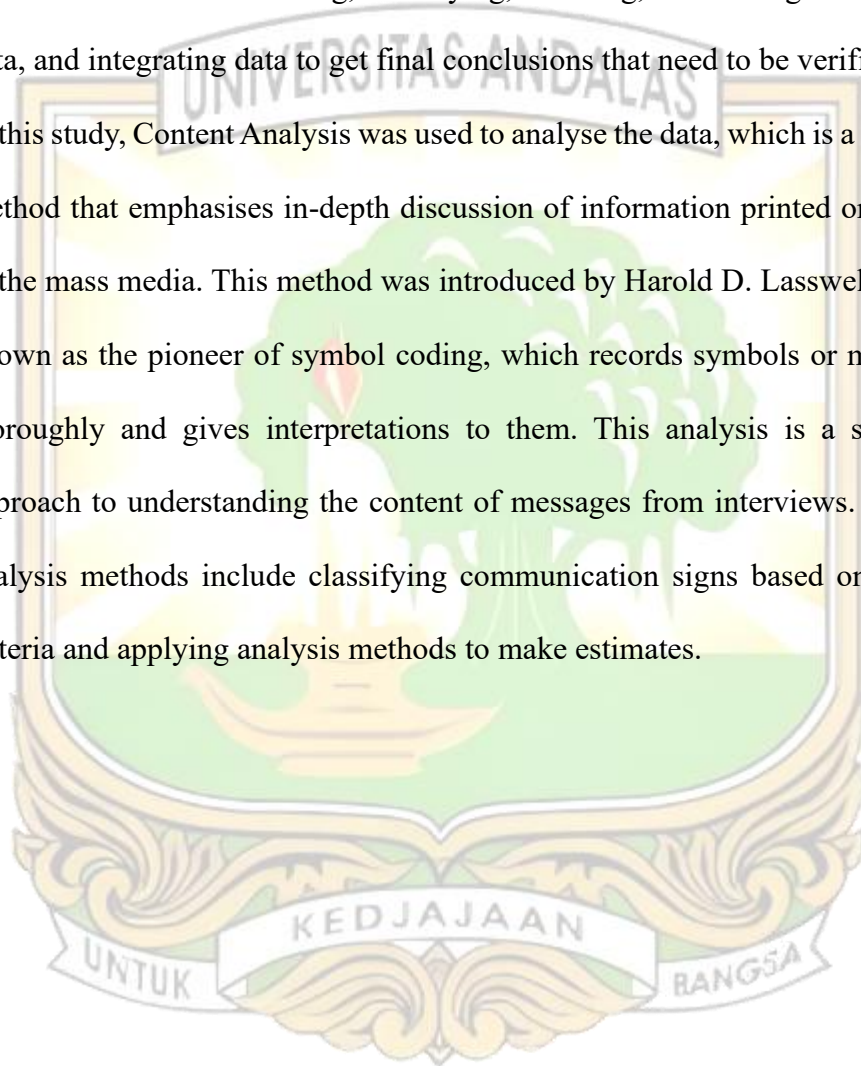
In the verification or inference phase, the researcher summarises the research data, which includes interpreting the results of interviews or documents. After the conclusions were obtained, the researcher double-checked the correctness of the interpretation by reviewing the coding process and data presentation to avoid errors that might occur.

**Figure 3. 1 Relationship between Data Analysis and Data Collection**



The process of analysing qualitative data is continuous and consistent, as seen in the relationship between these aspects. The success of various interrelated analysis activities is reflected in the challenges faced, such as data reduction, data presentation, and conclusion drawing or verification. Data reduction is a process that includes refining, classifying, directing, eliminating unnecessary data, and integrating data to get final conclusions that need to be verified.

In this study, Content Analysis was used to analyse the data, which is a research method that emphasises in-depth discussion of information printed or written in the mass media. This method was introduced by Harold D. Lasswell who is known as the pioneer of symbol coding, which records symbols or messages thoroughly and gives interpretations to them. This analysis is a scientific approach to understanding the content of messages from interviews. Content analysis methods include classifying communication signs based on certain criteria and applying analysis methods to make estimates.



## **CHAPTER IV RESULT AND DISCUSSION**

### **4.1 Time of Interview**

The process of data collection by the author is carried out in stages, with information obtained from different times and places. In obtaining data from the Owner of Rumah Makan Ampalu Raya, Brother Muhammad Amsal, the author conducted an interview on Monday 06 January 2025. Furthermore, the author conducted interviews with employees of Rumah Makan Ampalu Raya, namely Brother Adinul Akmal and Sister Yosa Defita, which were conducted on Friday 10 January 2025. Finally, the author conducted an interview with the Owner of Rumah Makan Ampalu Raya, Mr Reno Sanjaya, on Wednesday 15 January 2025 at 10.11 WIB.

### **4.2 Company Profile**

Established in 2009, Rumah Makan Ampalu Raya is a Padang restaurant that has shown dedication and innovation in quality and service. Now, they have opened new branches on Jalan Permindo and Jalan Sawahan, which offer similar menus to those at the main location, making it a favourite among locals and visitors from outside Padang. The restaurant emphasises home-cooking, creating dishes that make customers feel like they are enjoying their parents' cooking. With the slogan "Home-style cooking", Rumah Makan Ampalu Raya is committed to serving food that is delicious and soothing to the soul. The awards they have received, such as Rendang being the 3rd Favourite and Ayam Pop being the 1st Favourite at the 2020 Fateta Food Award, are a testament to the quality of their food.

In an effort to demonstrate their commitment to honesty, Ampalu Raya Restaurant refuses requests from customers to make blank receipts. This is a reflection of their integrity and dedication to the principles of honesty in business, with this policy, they seek to avoid the fraud and corruption that often arise from blank receipts, as well as protect their family business from the negative consequences that are likely to arise.

#### **4.3 Informant Profile**

##### **4.3.1 Owner I**

After being managed by Mr Sudirman and his family, Ampalu Raya Restaurant is now passed on to his youngest son, Muhammad Amsal, of four siblings. Since childhood, Muhammad Amsal has been used to observing the way his father runs the business, from the selection of quality raw materials to effective marketing strategies. This has helped him grow into a young entrepreneur full of potential. Today, Ampalu Raya Restaurant has managed to attract the attention of consumers and become the first choice for Minang culinary specialities, both from local people and tourists visiting Padang City.

##### **4.3.2 Owner II**

Reno Sanjaya, born in 1984, is the first child and eldest son of four siblings who was given the mandate to continue the family business, a padang restaurant that has been established since 2009. Since childhood, Reno Sanjaya has been exposed to Minangkabau culture, especially in the culinary field. This made him have a big responsibility to develop the business. He completed his studies in Computer Science, and began applying the knowledge he gained to innovations that could be applied to Ampalu Raya Restaurant. After graduating, Reno



Sanjaya immediately jumped in to focus on continuing and improving his family business without trying other jobs, committed to bringing innovation and modernisation, and succeeded in increasing the number of customers and expanding the business range by opening new branches in strategic locations.

#### **4.3.3 Employee I**

Yosa Defita is a dedicated young woman who has devoted herself to the culinary industry as a long-time employee in a Padang restaurant. With extensive experience, she has developed strong skills in restaurant operations, from customer service to kitchen management. Known for her high sense of responsibility, Yosa consistently strives to maintain food quality and deliver her best in every task. Having worked under both the founder and the succeeding generation of management, she has gained valuable insights into different leadership styles, further enhancing her adaptability and solidifying her role as a key team member in the establishment.

#### **4.3.4 Employee II**

As a young man who has been working at Ampalu Raya Restaurant for a long time, Adinul Akmal has shown tremendous dedication in his career. He is known as an employee with a high sense of responsibility and strong loyalty to his workplace. Having been with the restaurant for an extended period, Adinul has experienced the leadership of both the founder and the succeeding generation, which has enriched his understanding of the business. He is also the owner's confidant, acting as a bridge between the owner and his colleagues. In his duties, he not only focuses on daily work but also strives to convey the owner's vision to the team, ensuring that everyone fulfills the goals to be

achieved. With his professional attitude and ability to interact, Adinul Akmal has become an important part of Ampalu Raya Restaurant.

#### 4.4 Strategic Agility as a Factor in Business Sustainability

In this review, researchers discuss the results of research conducted by interviewing the owner and employees at Ampalu Raya Restaurant. This research aims to gather information about the experiences, views, and practices they apply in running a business. The data obtained from the informants were then analysed and interpreted to provide a deeper understanding of the components that play a role in the formation of Strategic Agility, which is very important to achieve business sustainability at Ampalu Raya Restaurant.

Interviews with these informants, produced a number of very useful information for this research. This information covered various aspects of restaurant management, from marketing strategies to human resource management and innovations in products and services. The data obtained from the interviews was then processed using Nvivo 14, a qualitative data analysis software that allows researchers to identify themes and patterns. The following are the results of the analysis:

**Figure 4. 1 The theme of Factors Affecting the Strategic Agility of the Next Generation of Restaurants in the Formation of Business Sustainability**



Through data analysis using Nvivo 14, the researcher noted that the word "consumers" was the term most expressed by informants in the interviews.

**Table 4. 1 Word Frequency Query**

Word	Length	Count	Weighted Percentage (%)	Similar Words
Consumers	9	26	2,15	consumer, consumers
Increase	8	19	1,57	increase, increased, increases, increasing
Discussions	11	15	1,24	discuss, discussed, discussing, discussion, discussions
Complaints	10	14	1,16	complaint, complaints
Involvement	11	13	1,07	involved, involvement, involving
Observing	9	12	0,99	observation, observe, observed, observing
Optimally	9	10	0,83	optimal, optimally
Innovations	11	9	0,74	innovation, innovations
Improvement	11	9	0,74	improve, improved, improvement
Quality	7	9	0,74	quality
Internal	8	7	0,58	internal, internally
Flexible	8	6	0,50	flexibility, flexible
Government	10	6	0,50	government
Revenue	7	6	0,50	revenue
Savings	7	6	0,50	savings
Shared	6	6	0,50	shared, sharing
Supervise	9	6	0,50	supervise, supervises, supervising, supervision
Farmers	7	5	0,41	farmer, farmers

Source: Word processing results using NVivo, 2025

From the analysis displayed in table 4.1, it can be concluded that there are 18 factors that contribute to the establishment of business sustainability in the leadership of the next generation at Ampalu Raya Restaurant in Padang. These factors are grouped into specific themes, according to the percentage order of the words most frequently expressed by informants in this study.

**Table 4. 2 The theme of Factors Affecting the Strategic Agility of the Next Generation of Restaurants in the Formation of Business Sustainability**

Parameter	Special Theme
<b>Strategic Agility</b>	
Strategic Sensitivity	Observing
	Innovation
	Revenue
Resource Fluidity	Flexible
	Optimally
	Involvement
Leadership Unity	Supervise
	Shared
	Discussions
<b>Business Sustainability</b>	
Business Income	Improvement
Business Growth	Increase
Product Quality	Quality
	Complaints
Competitiveness	Internal
	Consumers
Environmental Conditions	Savings
	Government



	Farmers
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Source: Word processing results using NVivo, 2025

Through Nvivo 14, the researcher analysed the data by inputting the interview transcripts to identify specific themes that emerged in this study. Conclusions were drawn by looking at the themes most frequently uttered by the informants, which helped in formulating the results of the interviews.

#### **4.4.1 Strategic Agility**

##### **4.4.1.1 Strategic Sensitivity**

This parameter relates to how a person in the scope of business can realise and understand the changes that occur in their business. This process includes the ability to recognise and respond to change effectively, supported by an open attitude, a positive outlook, the right interpretation, and the ability to seize opportunities before competitors do (Hamed & Fisal, 2022). There are three specific themes in this parameter drawn from informants' responses regarding their strategic agility.

The first specific theme is observing. Informants are aware that during their journey in pursuing a career in the food and beverage sector, in order to understand what changes occur in this business, be it consumer tastes, government policies, digitalisation, and others, a habit called observing is needed. With this habit of observation, it will have a positive impact and make the business able to always adjust its products and services to the current market situation.

*“In terms of how we became aware of and interested in the changes, it was probably because we were used to the culture or habits that had been implemented from the beginning of this business. That habit is observing. Observing is one of the most effective ways to be aware and interested in the changes happening in the industry. By observing, it not only helps to stay upto-date, but also broadens your horizons.”*

*“For me personally, maybe because of my habit of observing my surroundings and also observing what changes occur around me, it helps me to be more sensitive to the changes that occur. Now because I am engaged in the food sector, I use this habit of observing for the development of Ampalu Raya Restaurant.”*

*“From my experience here at ampalu raya, I think we rely a lot on process observation to understand these changes. Especially in restaurants, we routinely collect responses and feedback from consumers. From there, we can see what they like and what might need improvement.”*

The second special theme is innovation. Informants felt that there are many sources of ideas and ideas that can be used to apply innovation to this business, one of which is customer complaints. They believe that listening to customer feedback can open up opportunities for product improvement and development. In addition, by adapting innovations based on consumer needs, the business can be more relevant and competitive in the market..

*“There are many ways, such as direct complaints to employees, via the complaint box at the location, or through reviews on google maps or other online platforms. Sometimes I also occasionally ask customers if they have any feedback or complaints. In my opinion, many things can be utilised from these complaints. Of the many innovations applied to Ampalu Raya Restaurant, most of them come from input and complaints submitted by Ampalu Raya consumers. This innovation is what makes ampalu raya able to develop so far.”*

*“There are many ways to find out what your customers think. One of them is to build relationships with our customers and ask them about their satisfaction on a regular basis. Through these small surveys, we can get direct feedback from customers about our menu and services. You see, we believe that this feedback is very important to drive innovation in this business journey.”*

*“There are many ways we do to find out what feedback and complaints come from customers. It can be from the complaint box here, it can also be directly submitted to employees or also from ampalu raya's social media. And from this input, most of the sources of ideas for our innovations. Especially innovations related to flavours and side dishes. This is the point why we are very open to input, innovation.”*

The third special theme is Revenue. Revenue, based on interviews with informants, greatly influences how to respond to changes in consumers. The

informant explained that increased revenue allows the company to allocate more resources in developing innovations and adjusting the products offered.

*“Such conditions often occur, but sometimes some suggestions are accepted and some are not. There must be many other considerations. Maybe it's related to finances, because they look at revenue first. Everything costs money, so that the strategy can be realized”*

*“May, what yes. One of the experiences that I remember is when we started to see the trend of increasing interest in healthy food among consumers, especially after the pandemic. Back then, I observed that many people started paying more attention to their diet and looking for healthier options. And it made a significant increase in sales. This not only helped attract new customers, but also increased overall revenue.”*

#### **4.4.1.2 Resource Fluidity**

In this parameter, resource fluidity becomes a reference for the leader of a business to be able to provide a nimble response in synchronising various changes with the internal conditions of the business. By utilising resource flexibility, leaders can adjust business strategies and operations quickly according to market needs. This requires alignment between strategy and structure, rotation of personnel, and implementation of modular systems and processes that can be quickly changed. (Doz & Kosonen, 2010). This parameter has three specific themes summarised from informants' answers regarding factors that influence resource fluidity.



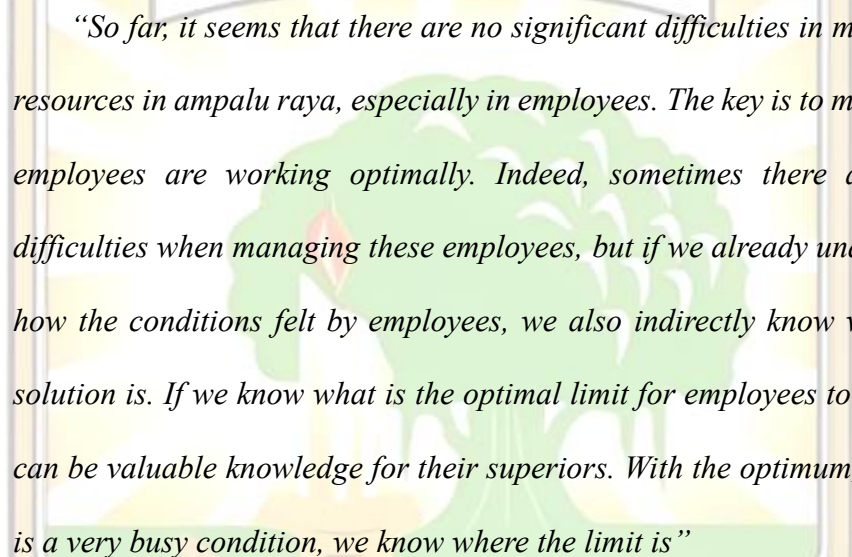
The first special theme is flexible. Informants felt that adjustments and management of resources used in production and service are flexible. With a flexible approach, the company can optimise the production process and improve service quality, thereby effectively meeting customer expectations.

*“Here, for resources, such as raw materials, we are flexible. So the raw materials are bought every day and spent for that day too. Flexible is the point. So at the end of every working hour, it will always be checked what ingredients will be purchased for tomorrow's cooking ingredients, what ingredients are prepared more because the demand for certain menus has increased, for example. So with that flexibility, in addition to keeping the ingredients fresh, but also to provide delicious flavours to consumers.”*

*“For the management of food raw materials, which will be used to become products later. Here it is just flexible. More raw materials can be ordered today, or less. It depends on how the sales observation conditions are here. Because the raw materials are purchased every day. So the raw materials here only use fresh raw materials.”*

*“Here, we are usually flexible in managing our resources. For example, when demand increases, such as during weekends or holidays, there are usually additional workers who will help. There are usually part-time employees who are used to it as well. So that the request can be fulfilled all”*

The second specific theme is Optimally. Informants understand that in managing resources in their business, a leader must know the maximum and minimum limits of a jobdesk in order to run optimally. With a clear understanding of these limits, leaders can allocate tasks and responsibilities efficiently, ensuring that each team member can contribute maximally without feeling overwhelmed.



*“So far, it seems that there are no significant difficulties in managing resources in ampalu raya, especially in employees. The key is to make sure employees are working optimally. Indeed, sometimes there are also difficulties when managing these employees, but if we already understand how the conditions felt by employees, we also indirectly know what the solution is. If we know what is the optimal limit for employees to work, it can be valuable knowledge for their superiors. With the optimum, if there is a very busy condition, we know where the limit is”*

*“Yes, from what I have seen, in organising the resources used, superiors usually first ascertain whether their members have worked optimally or not”*

*“One of the difficulties is also how to ensure that all raw materials and employees can work optimally during busy moments. The challenge is to predict how big the increase in demand will be. And it must also be optimal in planning how much raw material is needed.”*

The third specialised theme is involvement. Involvement helps to safeguard the resources of the business. Engagement between employees and business owners is essential to creating a productive and innovative work environment. This synergy not only strengthens relationships within the organisation, but also creates a positive culture, where each individual feels valued.

*“And with the involvement given by a supervisor, this will also spur a sense of employee involvement in this business. If members also have a high sense of involvement with their workplace, then God willing, it will not be difficult to maintain or coordinate the resources here.”*

*“I think yes, why ampalu raya can be quick and easy to adapt is because of the involvement of superiors who make it easier to communicate. If there is a decision that needs a quick answer, it becomes easier to communicate.”*

*“It prioritises the involvement of all parties or all team members in the management process. The key in doing so is to hold meetings for discussion and sharing related to working conditions and the latest trends from consumers. Surely involving all parties will broaden the perspective to understand better.”*

#### **4.4.1.3 Leadership Unity**

This parameter explains how an owner of the next generation makes bold decisions quickly to face very dynamic changes. Hartanto & Sarif Hasim (2024) added that the importance of this unity lies in the ability to open

effective communication channels at various administrative levels. With good communication, business owners can ensure that all parties are involved in the decision-making process, so that responses to change can be made collectively and more efficiently. This parameter has three specific themes summarised from informants' answers in the interviews conducted regarding leadership unity.

The first specific theme is supervise. Informants felt that supervising is not only about ensuring that plans are being followed, but also to find out how more and less is being realised. This creates an environment where feedback and continuous improvement become an integral part of the management process.

*“Of course, for the success of the plan to be planned and run according to the description made, it requires people who can or are trusted to supervise and also control so that strategic decisions are right on target. By controlling the development of the plan, we know what is more or less the plan that we carry out during the realisation process. For the control, it could be me doing it or it could be someone I trust to take over the task.”*

*“They like to supervise the process from the beginning until the product reaches the consumer. It could be because of this habit that makes this strategy work optimally. And it can also increase their engagement, right? : Maybe because of the collaboration, there is an agreement*



*between the people involved. And it will become binding and a shared duty to make it a success.”*

*“I think one of the ways they do this is by actively supervising the plan process and also ensuring that all voices are heard. For example, in meetings, every member is given the opportunity to share their views and ideas. The positive impact is that people feel valued and contribute to the plan.”*

The second specialised theme is shared. The success or failure of a strategy depends on the extent to which it has become shared. When everyone involved, be it the owner or team members, feels ownership and commitment to the strategy, they are more likely to be motivated to actively contribute to its implementation.

*“The key to a successful strategy, in my opinion, is whether the strategic decision is shared. In the sense that the strategy has been agreed upon by all the people involved in it, both from the lowest to the highest, the kitchen, suppliers, and others. Now, if the strategy has been understood and agreed upon by all involved, it will be easier to control the people in it.”*

*“The success of leadership collaboration, right? The point is, all the people associated with the strategy either already have a sense of bonding with this strategy or not. So the strategy becomes a shared strategy. That is very decisive. The way that the strategy can become a shared strategy is*

*by having discussions with employees, for example, we can hear how the views from the kitchen side or also the service side.”*

The third specialised theme is Discussions. To reach an agreement, discussion is necessary, even if there are differences of opinion. Discussion serves as a means to exchange thoughts and ideas, involving two or more people, so as to help find common ground and mutually beneficial solutions.

*“I think the difference of opinion is a natural thing. Because with different opinions, you can share your views too. And the usual way if there is a difference of opinion is yes, we have a discussion to find a solution that is mutually beneficial, the term is the best deal.”*

*“Here at ampalu raya, we highly value the discussion process when dealing with differences of opinion. If there is an issue that needs to be discussed, the boss will invite and gather all relevant parties to gather and discuss their views.”*

#### **4.4.2 Business Sustainability**

##### **4.4.2.1 Business Income**

This parameter looks at business from an economic point of view and having a sustainable business. According to Endah Suci Damayanti (2023) Business revenue is the sum of the total financial benefits generated from its operational activities during a certain period. Economic sustainability also involves good risk management and an understanding of the product life cycle, so that the company can respond quickly and effectively to changes in market

demand. This parameter has specific themes summarised from informants' answers regarding business income.

The first special theme is improved. Regarding the financial side of the business, informants stated that there have been many improvements since the business was created. With the hope that these improvements will continue to have a greater positive impact.

*“Regarding income, Alhamdulillah, it has improved since the beginning. If possible, it will continue like that. So that more benefits can be felt by many people.”*

*“I don't know, there seems to be an improvement”*

*“In general, for this, Alhamdulillah, it has developed and improved since it was formed from the beginning”*

#### **4.4.2.2 Business Growth**

This parameter discusses how businesses achieve business success and increased sales. To achieve this goal, businesses need to implement effective strategies, such as understanding the market and customer needs, and developing facilities that fulfil the needs of consumers. This parameter has specific themes summarised from informants' answers about business income.

The first special theme is increase. In order to adapt to consumer tastes, businesses need to provide facilities that increase convenience for consumers, so that consumers are interested in consuming the products offered.

*“Yes, Alhamdulillah, we continue to strive to increase our assets, be it in the form of more modern cooking equipment, more comfortable facilities*

*for customers, or for our own internal convenience. Especially with the opening of new branches, increasing assets is very necessary.”*

*“Obviously. One of the ways we are increasing our service to our customers is by renovating and adding facilities that can help them.”*

*“Increase in assets... opening new branches is included, right? That means there's been a lot of increase in assets”*

#### **4.4.2.3 Product Quality**

This parameter measures how the quality offered by the product for consumption by consumers. Based on Ardiansyah et al. (2023) Product quality is how well an item or result fulfils the needs and expectations of its users or consumers. This parameter has two specific themes summarised from informants' answers regarding product quality.

The first special theme is Quality. It is important to ensure that the quality of the product is tested and improvements are made. By maintaining high quality standards and constantly innovating, businesses can meet consumer expectations and remain competitive in the marketplace.

*“Quality is the number one offering here. The quality offered will always be improved to adapt to the changing tastes of consumers. There are many ways to improve quality, including feedback or complaints from consumers.”*



*“At our place, product quality is our top priority. We strive to always upgrade the products we offer, both in terms of taste and by adding new menus, so that we can meet the tastes of consumers who are not fixed.”*

*“Quality is a given, anything that increases consumer comfort will be improved. One of the main factors is our focus on raw material selection. We always use fresh and quality ingredients.”*

The second special theme is complaints. Complaints from consumers are an opportunity to learn and evaluate. Encouraging consumers to express their complaints is very important, because this can be used as a reference to improve the quality of services and products.

*“Well, this is the one. With complaints, this is an opportunity for us to learn and improve. We strongly encourage our customers not to hesitate in submitting their complaints.”*

*“So far, I haven't heard any complaints related to product quality, but I have heard complaints related to service.”*

*“Once, they complained about the service. They complained about how long it took for the food they ordered to be finished and served to them. That is a lesson for us, especially me personally, for the future. But the most important thing is how we see it as a lesson. From the complaints, there can also be many innovations that arise”*

#### **4.4.2.4 Competitiveness**

This parameter covers how the Ampalu Raya Restaurant business creates its competitiveness to build a competitive advantage. With a focus on uniqueness and innovation, this business endeavours to be a hipster and not belong to the mediocre group. This parameter has two specific themes summarised from informants' answers regarding competitiveness.

The first specialised theme is internal. Bringing internal aspects to the forefront of competitiveness strategy is essential to ensure that all elements within the organisation function optimally. A focus on human resource development, operational processes, and product innovation can improve business efficiency and effectiveness.

*“As for competitive strategy, I don't seem to want to focus too much on this. But for strategy, I think I conceptualise strengthening the internal side of the business first. In my opinion, if the people in the internal side of the business do not feel satisfied, it will also affect the others (consumers). With satisfied and motivated employees, we believe we can provide better service to consumers.”*

*“Here it seems that no one is focused on seeing how the existing competition is. The most important thing is how the conditions and performance of Ampalu Raya Restaurant in its internal side, such as facilities, employees, services, and others are able to provide added value to this business. In my opinion, why think about the external side when the internal side still has no excellence?”*

*“I don't know for sure, but for sure, what I feel is that ampalu raya always prioritises the strengths within its business (internal).”*

The second special theme is consumers. By paying special attention to the customer experience, both online and offline, businesses can ensure that they meet consumer expectations and build strong relationships. This not only increases satisfaction, but also encourages choosing our products over competitors.

*“It is certain that the advantage for businesses in Padang restaurants is definitely in the flavour section. So we always try to be able to provide the best taste to consumers. Many have also proven this, for example our pop chicken menu won as the best pop chicken at the competition. Unand also organised it”*

*“The flavour of the dishes we serve is what we prioritise the most here, as it is what attracts customers the most. We also offer spacious dining rooms and VVIP rooms. This is all to provide the best comfort and experience for the consumers of Rumah Makan Ampalu Raya.”*

*“The main advantage of this restaurant is the focus on flavor and the culinary experience created here. We believe that quality of taste is the deciding factor that keeps consumers coming back.”*

#### **4.4.2.5 Environmental Conditions**

This parameter discusses how important it is for businesses to not only be profit-orientated, but also pay attention to their environmental impact. The

success of a business is strongly influenced by external factors, including social and environmental aspects. Hanaysha et al. (2022b) revealed that companies of all sizes now realise that consumers judge them based on their environmental and social performance. This parameter has three specific themes summarised from informants' answers in the interviews conducted on environmental conditions.

The first special theme is savings. The informant felt that during this business journey, many efforts had been made to make savings on the resources used. However, the informant admitted that in the business process, the informant has not really focused on making these savings, because these resources are very much needed in daily operations.

*“As much as possible to make energy savings in this business process. However, what is usually difficult in implementing energy savings is water savings. You see, we can say that water is the most used every day, such as cleaning raw materials need water, washing cooking utensils need water, cleaning this location also need water.”*

*“I don't think it's too much to save energy, because it would be difficult to save energy. This is the energy that is used in our daily business. However, it is always strived to be able to make savings”*

The second specific theme is government. In the informants' view, the government plays a vital role in ensuring business sustainability in the environmental sector. The regulations set can affect various business activities,



both positively and negatively. By following regulations, companies not only fulfil their legal obligations, but also support efforts to conserve natural resources and maintain ecosystem balance.

*“Actually, we have no responsibility there, because environmental affairs are the domain of the government. We already comply with the policies set by DLH, which takes care of the environment. In other words, we are also committed and participate in environmental sustainability. If there are issues such as fires, floods or landslides, it is not our business, because we have paid and followed the policies of the DLH.”*

*“We are committed to doing our best and staying mindful of environmental sustainability, including food waste management. The rest is to support sustainability by complying with government policies related to all environmental matters related to the culinary business.”*

*“To be honest, we have not focused our business on environmental sustainability, because we think that the main focus of this business is to provide the best products to consumers. As for matters relating to the environment, I think that is the scope of the government. So far, our way to support environmental sustainability is to obediently follow the policies made by the government related to the environment.”*

The third theme is Farmers. Informants have collaborated with relevant parties, especially farmers, to ensure that the waste generated is put to good use. This collaboration not only reduces the impact of waste, but also provides additional

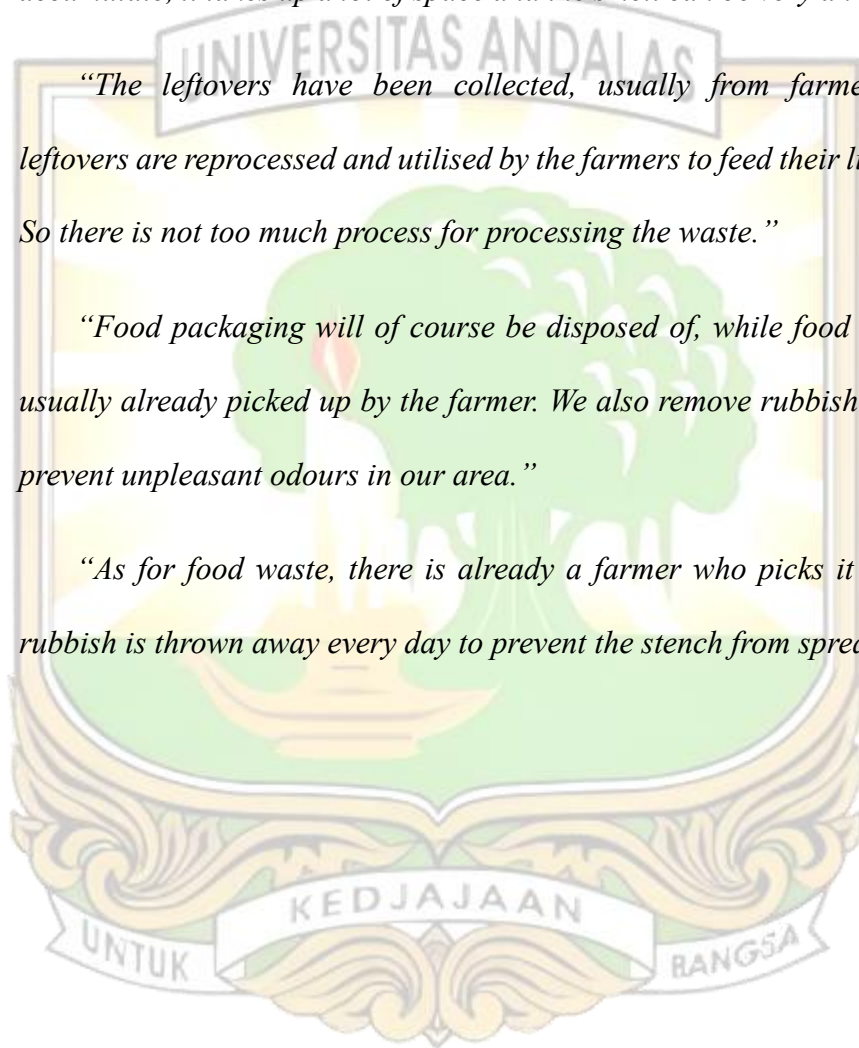
benefits to farmers, creating a more sustainable cycle in the farming ecosystem and food business.

*“We usually already have a subscription to pick up food waste, usually from farmers. For rubbish waste, we have to remove it every day. If left to accumulate, it takes up a lot of space and the smell can be very annoying.”*

*“The leftovers have been collected, usually from farmers. The leftovers are reprocessed and utilised by the farmers to feed their livestock. So there is not too much process for processing the waste.”*

*“Food packaging will of course be disposed of, while food waste is usually already picked up by the farmer. We also remove rubbish daily to prevent unpleasant odours in our area.”*

*“As for food waste, there is already a farmer who picks it up. The rubbish is thrown away every day to prevent the stench from spreading.”*



## CHAPTER V CONCLUSIONS AND RECOMMENDATIONS

### 5.1 Conclusion of Research

This research explores how strategic agility affects the sustainability of next-generation businesses, with a focus on Ampalu Raya Restaurant in Padang. Strategic agility enables organisations to stay relevant amidst change by anticipating market opportunities faster than competitors (Ürü et al., 2024). The findings show that strategic agility is critical to maintaining the sustainability of family businesses, especially in the highly dynamic restaurant industry. Rumah Makan Ampalu Raya successfully implemented three key elements of strategic agility: strategic sensitivity, resource fluidity, and leadership unity. Strategic sensitivity is seen in the management's ability to monitor changes in consumer preferences and market trends, which allows them to innovate according to consumer desires. In accordance with research by Hamed & Fisal (2022), this includes effective recognition and response to change, which is supported by an open attitude, good perception, proper interpretation, and the ability to take advantage of opportunities before competitors. Meanwhile, resource fluidity is reflected in the efficient management of raw materials and labour, as well as the active participation of employees in creating a productive working atmosphere. Leadership unity is shown through good supervision and open communication between the owner and the team, which in turn increases the motivation and commitment of all members to achieve common goals. In accordance with research by Clauss et al. (2021), where leader support for policies and collective commitment can

accelerate the decision-making process, especially in rapidly changing situations.

The implementation of strategic agility has a significant impact on the business sustainability of Ampalu Raya Restaurant. This research shows that the principles of strategic agility have helped increase revenue and steady business growth, as well as maintaining high product quality. With sustainability measures such as the use of fresh local raw materials and food waste management, the restaurant has managed to create a competitive advantage in the market. However, challenges in succession planning and integration of sustainability practices still need to be addressed. Therefore, this study recommends the development of training programmes for the next generation and the creation of more structured succession plans. For a family business to survive, succession must be prepared with care and proper planning (Rahim et al., 2023). The findings not only provide deep insight into the relationship between strategic agility and business sustainability, but also open up opportunities for further research in the areas of digital transformation and innovation in the family restaurant industry.

## **5.2 Implications of Research**

This research highlights the importance of strategic agility for the next generation in the padang restaurant business to ensure business sustainability. The findings result in several implications that need to be considered, namely:

1. The findings from this study can serve as a reference and guide for the current generation of owners in building a strong foundation for the next



generation. Early training and mentoring will equip them with relevant knowledge and skills, while internalising family business values to ensure business sustainability.

2. The findings from this research can be used as a reference and guide for Ampalu Raya Padang Restaurant in exploring opportunities in the targeted market. This can be done through various strategies, such as menu diversification, expansion to new locations, or additional product development. By identifying these new opportunities, restaurants can grow and expand their business.
3. The findings from this study are important for the West Sumatra Provincial government, especially the local government in Padang City, in its capacity as a facilitator, catalyst and regulator that supports the culinary business sector. With solid government support, culinary businesses can more easily grow, innovate and maintain sustainability. This also contributes to improving the quality of products and services, as well as providing a positive experience for consumers when enjoying creative local cuisine.

### **5.3 Research Limitations**

Based on the researcher's experience while conducting this research, the researcher realises that the results obtained are not entirely perfect and there are many shortcomings and limitations that can affect the results of the study. The following are some of the limitations found:

1. The use of qualitative data from interviews in research has the potential to produce subjective bias. This is due to the different perceptions and

interpretations of each individual, which are influenced by their backgrounds, experiences and perspectives. These differences may impact the accuracy and objectivity of the findings, limiting the generalisability of the results.

2. This research only focuses variables on strategic agility and business sustainability, so the scope of analysis is limited.
3. This research found obstacles in conducting direct interviews with the owners and managers of the research object. Given that this business is in the middle to upper category, owners and managers tend to focus on various other aspects of the business.

#### **5.4 Research Recommendations**

From the limitations that researchers experienced in completing this research, there are several suggestions for future researchers who use similar topics, namely as follows:

1. It is recommended to add relevant variables to enrich research that focuses on strategic agility and business sustainability.
2. For future research, researchers should consider developing additional strategies to overcome challenges in obtaining the necessary data to improve the overall quality of the study.

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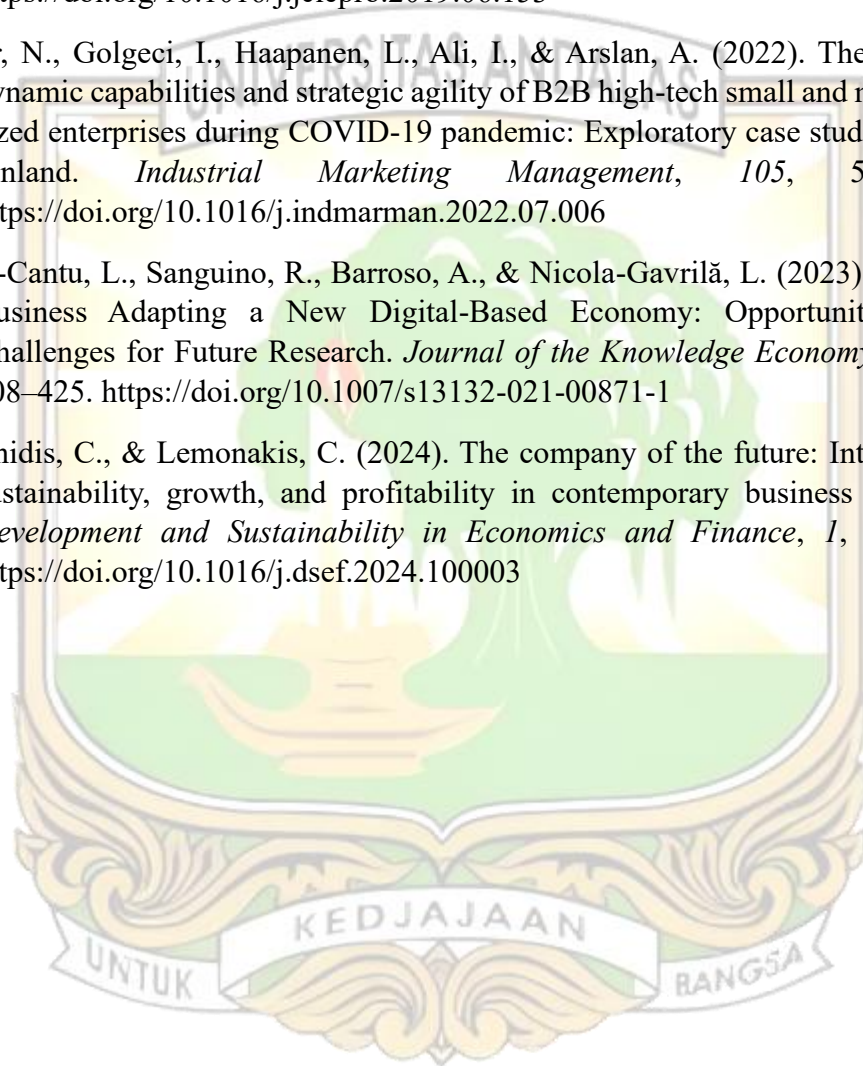
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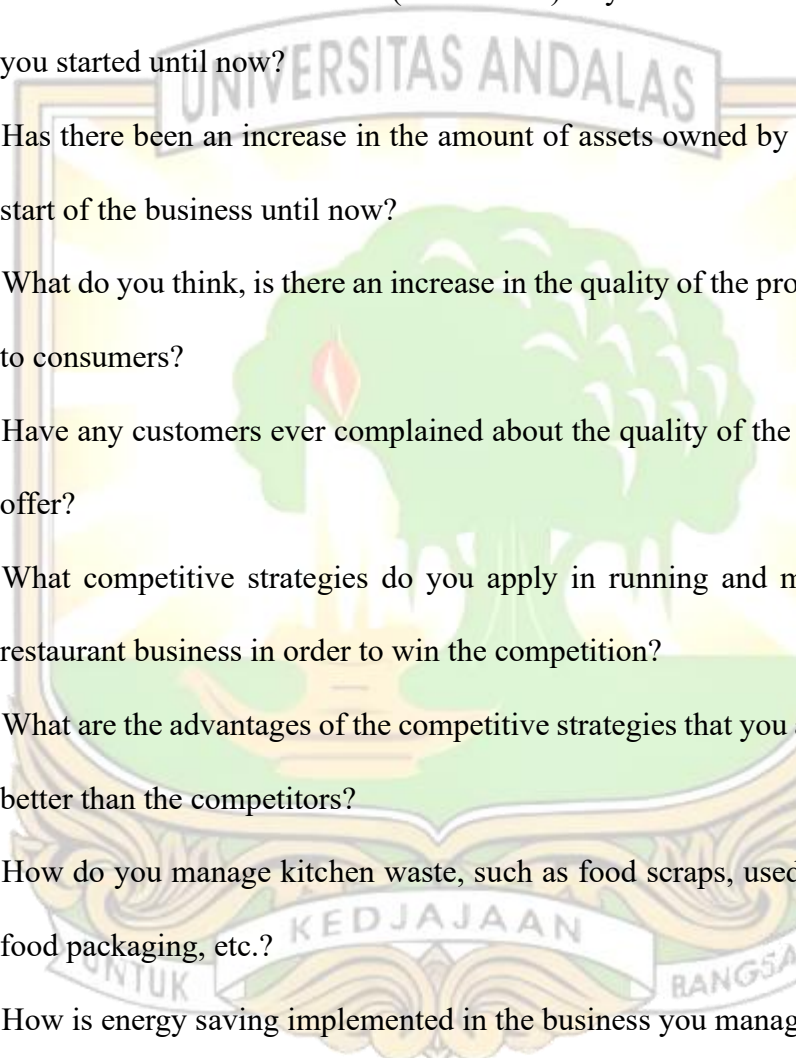
**APPENDIX**  
**INTERVIEW TRANSCRIPT FORMAT**

**Name of Informant :**

**Day/Date :**

**Place :**

1. How does Ampalu Raya Restaurant recognise changes in what customers want or new developments in the culinary world?
2. What do you do to find out what your customers think about your menu and service?
3. Can you share a past experience where your ability to respond to market changes helped Rumah Makan Ampalu Raya make good decisions?
4. How do you adjust the management of resources such as raw materials and labour, when demand at Ampalu Raya Restaurant changes? (increase/decrease)
5. What are the difficulties you experience when you have to change or distribute resources flexibly, for example during certain seasons or when there are special events?
6. How does your restaurant ensure that the resources in your restaurant can be quickly adapted to customer needs?
7. What do the owners and managers at Ampalu Raya Restaurant do to ensure effective collaboration in strategic decision-making?
8. What examples can you give of the influence of leadership collaboration on the success or failure of strategies in your restaurant?

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9. How does Ampalu Raya Restaurant try to reach an agreement between leaders when there are differences of opinion in decision making?
  10. Do you think these ideas support the sustainability of the business that you have run, both in terms of environment, social and economy?
  11. How has the business income (cash inflow) of your business evolved since you started until now?
  12. Has there been an increase in the amount of assets owned by you from the start of the business until now?
  13. What do you think, is there an increase in the quality of the products offered to consumers?
  14. Have any customers ever complained about the quality of the products you offer?
  15. What competitive strategies do you apply in running and managing this restaurant business in order to win the competition?
  16. What are the advantages of the competitive strategies that you apply that are better than the competitors?
  17. How do you manage kitchen waste, such as food scraps, used cooking oil, food packaging, etc.?
  18. How is energy saving implemented in the business you manage?
  19. Is environmental sustainability included in your business strategy? How do you communicate with customers and other employees about your commitment to environmental sustainability?

20. How do you provide and manage raw materials for food or beverages to be processed and served to consumers?

21. From your point of view, what is the relationship between Strategic Agility owned by business owners/owners and the sustainability of a business?



## APPROVAL LETTER

Dengan ini, saya menyatakan bahwa saya setuju untuk berpartisipasi sebagai informan dalam penelitian yang berjudul “How Strategic Agility Impacts The Business Sustainability Of The Next Generation Family Business: Case Study Of Ampalu Raya Padang Restaurant”. Saya ingin menegaskan bahwa keikutsertaan saya dalam penelitian ini adalah atas dasar sukarela tanpa adanya paksaan dari pihak manapun.

Saya juga memberikan izin kepada peneliti untuk menggunakan informasi yang saya berikan demi kepentingan dan tujuan penelitian ini. Saya menyadari bahwa data yang saya sampaikan akan mencakup informasi penting mengenai keberlanjutan bisnis ini. Selama proses wawancara, saya juga mengizinkan peneliti untuk menggunakan alat perekam, agar tidak terjadi kesalahan atau kekurangan informasi terkait keberlanjutan bisnis rumah makan ini yang akan dianalisis dalam penelitian

Padang, 05 November 2024

Peneliti

Informan

Muhammad Jahfal Baihaaqi

( )

Diketahui oleh,

Pembimbing I

Pembimbing II

Dr. Yuliharsi, SE, M.BA

Dr. Laura Syahrul, SE, M.BA



## INTERVIEW TRANSCRIPT

### Owner I

Informant Name : Muhammad Amsal

Day/Date : Monday/ 06 January 2025

At : 09.41 A.M.

Place : Ampalu Raya Sawahan Restaurant

Interview Topic : *Strategic Agility to achieve Business Sustainability*

Question	:	How does Ampalu Raya Restaurant recognise changes in what customers want or new developments in the culinary world?
Answer	:	<p>If to be aware, of course we in business must always be aware of what are the developments in the food and beverage sector industry, especially especially in the Padang restaurant sector. We must be aware or know what are the latest references, provisions, and policies related to our business. But, the most important thing is the step after being aware. Once we are aware, are we interested in these developments. Are we interested in what strategies can be implemented in our business. Because if we are only aware and not interested in utilising it in our business, that awareness is just useless.</p> <p>In terms of how we became aware of and interested in the changes, it was probably because we were used to the culture or habits that had been implemented from the beginning of this business. That habit is observing. Observing is one of the most effective ways to be aware and interested in the changes happening in the industry. By observing, it not only helps to stay up-to-date, but also broadens your horizons.</p>
Question	:	What do you do to find out what your customers think about your menu and service?

Answer	:	<p>We are very open to feedback and complaints given by customers. Because the perception of the experience gained by customers, greatly influences their decision to return or recommend Ampalu Raya to others.</p> <p>There are many ways we do to find out what feedback and complaints come from customers. It can be from the complaint box here, it can also be directly submitted to employees or also from ampalu raya's social media.</p> <p>And from this input, most of the sources of ideas for our innovations. Especially innovations related to flavours and side dishes. This is the point why we are very open to input, innovation.</p>
Question	:	Can you share a past experience where your ability to respond to market changes helped Rumah Makan Ampalu Raya make good decisions?
Answer	:	<p>Maybe if you think about it now, the experience during the pandemic, which changed maybe the whole way of doing business in restaurants. With all the limited access to interact directly with consumers, coupled with policies from the government. To still be able to move the circulation of ampalu raya and also ensure that all employees can still support their families, I tried how ampalu raya could continue to operate despite these limitations. Finally, I tried to change the buying and selling system in ampalu raya to be accessible online. Preparation starts from changing the existing facilities at the location to adjust to government regulations. Also registering ampalu raya to be accessed and ordered online. Because of the new conditions and the new system, I also organised the work order and system internally for employees and how the workflow during this pandemic. And thank God, ampalu raya managed to keep</p>

		<p>operating during the pandemic and did not layoff any employees here.</p> <p>Of course, there are many disruptions in implementing the changes. One of them is revenue. Many plans that should have been realised I think would have had more impact, but were constrained by income. Maybe if we had more revenue before (before the pandemic), maybe we could have succeeded more than we should have. The point is, in making market adjustments, we must also ensure the condition of our income (finance) so that the concept runs smoothly.</p>
Question	:	How do you adjust the management of resources such as raw materials and labour, when demand at Ampalu Raya Restaurant changes? (increase/decrease)
Answer	:	<p>Here, for resources, such as raw materials, we are flexible. So the raw materials are bought every day and spent for that day too. Flexible is the point. So at the end of every working hour, it will always be checked what ingredients will be purchased for tomorrow's cooking ingredients, what ingredients are prepared more because the demand for certain menus has increased, for example.</p> <p>So with that flexibility, in addition to keeping the ingredients fresh, but also to provide delicious flavours to consumers.</p>
Question	:	What are the difficulties you experience when you have to change or distribute resources flexibly, for example during certain seasons or when there are special events?
Answer	:	<p>So far, it seems that there are no significant difficulties in managing resources in ampalu raya, especially in employees. The key is to make sure employees are working optimally. Indeed, sometimes there are also difficulties when managing these employees, but if we already understand how the conditions felt</p>

		by employees, we also indirectly know what the solution is. If we know what is the optimal limit for employees to work, it can be valuable knowledge for their superiors. With the optimum, if there is a very busy condition, we know where the limit is.
Question	:	How does your restaurant ensure that the resources in your restaurant can be quickly adapted to customer needs?
Answer	:	<p>What I always instil as a supervisor of ampalu raya employees, I must always encourage myself to always increase my personal involvement, both during the production process and service. Because in my opinion, the involvement of a boss to his members will help maintain the resources that exist in the business. It also helps a boss to understand the business in detail down to the technicalities.</p> <p>And with the involvement given by a supervisor, this will also spur a sense of employee involvement in this business. If members also have a high sense of involvement with their workplace, then God willing, it will not be difficult to maintain or coordinate the resources here.</p>
Question	:	What do the owners and managers at Ampalu Raya Restaurant do to ensure effective collaboration in strategic decision-making?
Answer	:	Of course, for the success of the plan to be planned and run according to the description made, it requires people who can or are trusted to supervise and also control so that strategic decisions are right on target. By controlling the development of the plan, we know what is more or less the plan that we carry out during the realisation process. For the control, it could be me doing it or it could be someone I trust to take over the task.
Question	:	What examples can you give of the influence of leadership collaboration on the success or failure of strategies in your restaurant?

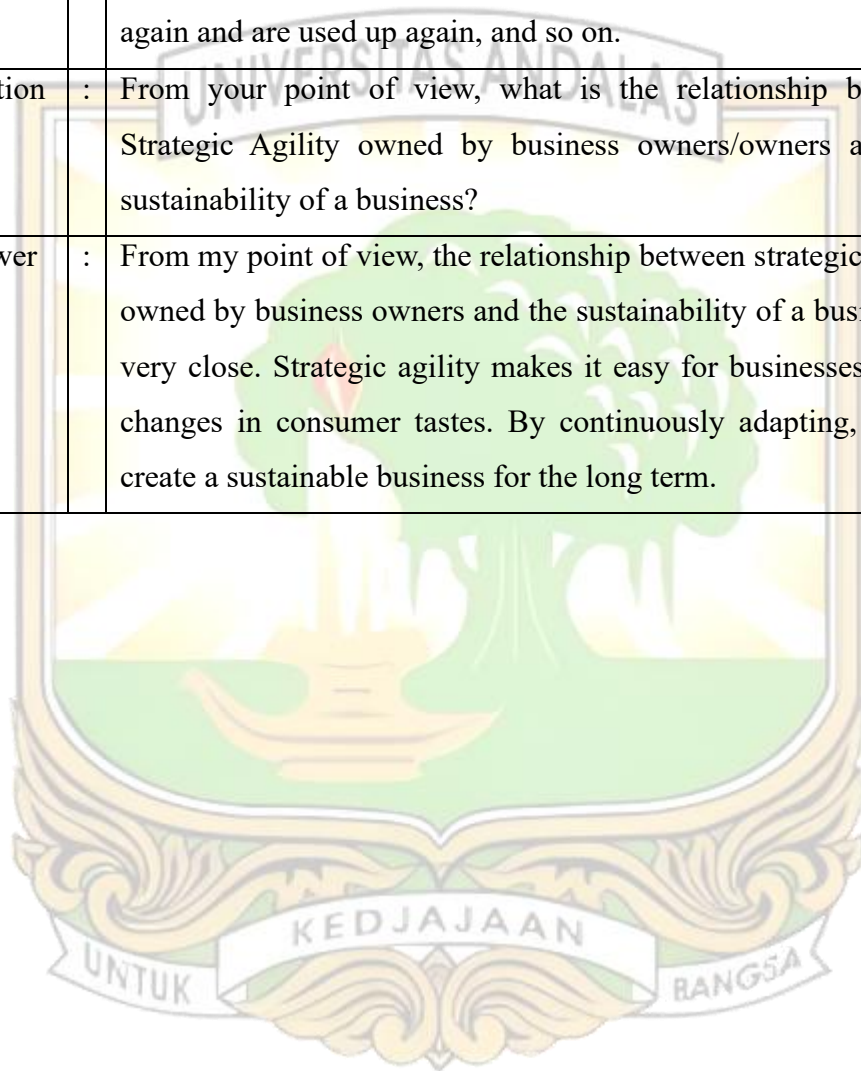


Answer	:	The key to a successful strategy, in my opinion, is whether the strategic decision is shared. In the sense that the strategy has been agreed upon by all the people involved in it, both from the lowest to the highest, the kitchen, suppliers, and others. Now, if the strategy has been understood and agreed upon by all involved, it will be easier to control the people in it.
Question	:	How does Ampalu Raya Restaurant try to reach an agreement between leaders when there are differences of opinion in decision making?
Answer	:	At Ampalu Raya Restaurant, we always prioritise discussion before making important decisions. I believe that by discussing together, we can listen to different opinions and ideas. If there are differences, we are not afraid to discuss them further. Through constructive discussions, we can find the best solution and reach an agreement that benefits all parties. In this way (discussion), we can ensure that every decision taken is in line with the vision and mission of our restaurant.
Question	:	Do you think these ideas support the sustainability of the business that you have run, both in terms of environment, social and economy?
Answer	:	Here, especially me, I want to continue to be committed to this business not only focusing on profit, but also supporting and committing to care about social and environmental aspects as well. A small step that we have done is by collaborating to share sahur meals for people who are doing i'tikaf at the Baiturrahmah Mosque in Padang. We believe that sharing and caring for others is very important, especially in the holy month.
Question	:	How has the business income (cash inflow) of your business evolved since you started until now?

Answer	:	Regarding income, Alhamdulillah, it has improved since the beginning. If possible, it will continue like that. So that more benefits can be felt by many people.
Question	:	Has there been an increase in the amount of assets owned by you from the start of the business until now?
Answer	:	Yes, Alhamdulillah, we continue to strive to increase our assets, be it in the form of more modern cooking equipment, more comfortable facilities for customers, or for our own internal convenience. Especially with the opening of new branches, increasing assets is very necessary.
Question	:	What do you think, is there an increase in the quality of the products offered to consumers?
Answer	:	Quality is the number one offering here. The quality offered will always be improved to adapt to the changing tastes of consumers. There are many ways to improve quality, including feedback or complaints from consumers.
Question	:	Have any customers ever complained about the quality of the products you offer?
Answer	:	Well, this is the one. With complaints, this is an opportunity for us to learn and improve. We strongly encourage our customers not to hesitate in submitting their complaints.
Question	:	What competitive strategies do you apply in running and managing this restaurant business in order to win the competition?
Answer	:	As for competitive strategy, I don't seem to want to focus too much on this. But for strategy, I think I conceptualise strengthening the internal side of the business first. In my opinion, if the people in the internal side of the business do not feel satisfied, it will also affect the others (consumers). With satisfied and motivated employees, we believe we can provide better service to consumers.

Question	:	What are the advantages of the competitive strategies that you apply that are better than the competitors?
Answer	:	It is certain that the advantage for businesses in Padang restaurants is definitely in the flavour section. So we always try to be able to provide the best taste to consumers. Many have also proven this, for example our pop chicken menu won as the best pop chicken at the competition. Unand also organised it.
Question	:	How do you manage kitchen waste, such as food scraps, used cooking oil, food packaging, etc.?
Answer	:	We usually already have a subscription to pick up food waste, usually from farmers. For rubbish waste, we have to remove it every day. If left to accumulate, it takes up a lot of space and the smell can be very annoying.
Question	:	How is energy saving implemented in the business you manage?
Answer	:	As much as possible to make energy savings in this business process. However, what is usually difficult in implementing energy savings is water savings. You see, we can say that water is the most used every day, such as cleaning raw materials need water, washing cooking utensils need water, cleaning this location also need water.
Question	:	Is environmental sustainability included in your business strategy? How do you communicate with customers and other employees about your commitment to environmental sustainability?
Answer	:	To be honest, we have not focused our business on environmental sustainability, because we think that the main focus of this business is to provide the best products to consumers. As for matters relating to the environment, I think that is the scope of the government. So far, our way to support environmental

		sustainability is to obediently follow the policies made by the government related to the environment.
Question	:	How do you provide and manage raw materials for food or beverages to be processed and served to consumers?
Answer	:	Raw materials always come in every day, the incoming raw materials will be used up on that day, the next day they come in again and are used up again, and so on.
Question	:	From your point of view, what is the relationship between Strategic Agility owned by business owners/owners and the sustainability of a business?
Answer	:	From my point of view, the relationship between strategic agility owned by business owners and the sustainability of a business is very close. Strategic agility makes it easy for businesses to see changes in consumer tastes. By continuously adapting, it will create a sustainable business for the long term.





## Owner II

Informant Name : Reno Sanjaya

Day/Date : Wednesday/ 15 January 2025

At : 10.11 AM

Place : RM Ampalu Raya

Interview Topic : *Strategic Agility to achieve Business Sustainability*

Question	:	How does Ampalu Raya Restaurant recognise changes in what customers want or new developments in the culinary world?
Answer	:	For me personally, maybe because of my habit of observing my surroundings and also observing what changes occur around me, it helps me to be more sensitive to the changes that occur. Now because I am engaged in the food sector, I use this habit of observing for the development of Ampalu Raya Restaurant.
Question	:	What do you do to find out what your customers think about your menu and service?
Answer	:	There are many ways, such as direct complaints to employees, via the complaint box at the location, or through reviews on google maps or other online platforms. Sometimes I also occasionally ask customers if they have any feedback or complaints. In my opinion, many things can be utilised from these complaints. Of the many innovations applied to Ampalu Raya Restaurant, most of them come from input and complaints submitted by Ampalu Raya consumers. This innovation is what makes ampalu raya able to develop so far.
Question	:	Can you share a past experience where your ability to respond to market changes helped Rumah Makan Ampalu Raya make good decisions?
Answer	:	Of course, many strategies have been created to adjust to the ever-changing market conditions. Especially in terms of technology. But in my experience, the most important consideration when

		implementing a strategy or discussing ideas for a strategy, the first consideration is what is the financial condition of RM Ampalu Raya. How is the revenue from this business. If revenue is increasing, then there will be more ideas or strategies that can be developed into innovations for RM Ampalu Raya. But if on the contrary, income is decreasing, then there will be limited ideas that can be developed.
Question	:	How do you adjust the management of resources such as raw materials and labour, when demand at Ampalu Raya Restaurant changes? (increase/decrease)
Answer	:	For the management of food raw materials, which will be used to become products later. Here it is just flexible. More raw materials can be ordered today, or less. It depends on how the sales observation conditions are here. Because the raw materials are purchased every day. So the raw materials here only use fresh raw materials.
Question	:	What are the difficulties you experience when you have to change or distribute resources flexibly, for example during certain seasons or when there are special events?
Answer	:	As for difficulties, there must be some. Because as the saying goes "behind adversity there must be ease", like during the holiday season, there will certainly be more orders coming in and automatically have to produce more side dishes. The way from us is usually to first ascertain whether the existing human resources have worked optimally, both in terms of jobdesk and working hours. If they have worked optimally but still do not handle optimally, then we already have additional workers who are recruited when there is an event or moment that requires a lot of production.

Question	:	How does your restaurant ensure that the resources in your restaurant can be quickly adapted to customer needs?
Answer	:	In my opinion, the key is the involvement of a boss/owner in their business. With the owner's involvement with the processes of the business and also a good relationship with his employees, it will make it easier for the business to adapt earlier.
Question	:	What do the owners and managers at Ampalu Raya Restaurant do to ensure effective collaboration in strategic decision-making?
Answer	:	Everything that is designed and planned, and will be implemented requires supervision so that the plan can run successfully. No matter how good the plan is, no matter how mature the plan is, if no one supervises the course of the plan, it will definitely not run as expected. So our job is to supervise how the strategy goes according to plan, be it in terms of process, interaction, media, and others.
Question	:	What examples can you give of the influence of leadership collaboration on the success or failure of strategies in your restaurant?
Answer	:	The success of leadership collaboration, right? The point is, all the people associated with the strategy either already have a sense of bonding with this strategy or not. So the strategy becomes a shared strategy. That is very decisive. The way that the strategy can become a shared strategy is by having discussions with employees, for example, we can hear how the views from the kitchen side or also the service side. For example, there was a discussion related to the strategy that will be carried out by Ampalu Raya Restaurant, and during the discussion, one of the employees gave an idea to add a new menu to be offered to consumers. And finally the menu is in demand by consumers.

Question	:	How does Ampalu Raya Restaurant try to reach an agreement between leaders when there are differences of opinion in decision making?
Answer	:	I think the difference of opinion is a natural thing. Because with different opinions, you can share your views too. And the usual way if there is a difference of opinion is yes, we have a discussion to find a solution that is mutually beneficial, the term is the best deal.
Question	:	Do you think these ideas support the sustainability of the business that you have run, both in terms of environment, social and economy?
Answer	:	Of course, yes. We really care about the community around us. In addition to creating jobs, we are also ready to help when there are calamities or difficulties experienced by the community.
Question	:	How has the business income (cash inflow) of your business evolved since you started until now?
Answer	:	In general, for this, Alhamdulillah, it has developed and improved since it was formed from the beginning
Question	:	Has there been an increase in the amount of assets owned by you from the start of the business until now?
Answer	:	Obviously. One of the ways we are increasing our service to our customers is by renovating and adding facilities that can help them.
Question	:	What do you think, is there an increase in the quality of the products offered to consumers?
Answer	:	At our place, product quality is our top priority. We strive to always upgrade the products we offer, both in terms of taste and by adding new menus, so that we can meet the tastes of consumers who are not fixed.



Question	:	Have any customers ever complained about the quality of the products you offer?
Answer	:	So far, I haven't heard any complaints related to product quality, but I have heard complaints related to service.
Question	:	What competitive strategies do you apply in running and managing this restaurant business in order to win the competition?
Answer	:	Here it seems that no one is focused on seeing how the existing competition is. The most important thing is how the conditions and performance of Ampalu Raya Restaurant in its internal side, such as facilities, employees, services, and others are able to provide added value to this business. In my opinion, why think about the external side when the internal side still has no excellence?
Question	:	What are the advantages of the competitive strategies that you apply that are better than the competitors?
Answer	:	The flavour of the dishes we serve is what we prioritise the most here, as it is what attracts customers the most. We also offer spacious dining rooms and VVIP rooms. This is all to provide the best comfort and experience for the consumers of Rumah Makan Ampalu Raya.
Question	:	How do you manage kitchen waste, such as food scraps, used cooking oil, food packaging, etc.?
Answer	:	The leftovers have been collected, usually from farmers. The leftovers are reprocessed and utilised by the farmers to feed their livestock. So there is not too much process for processing the waste.
Question	:	How is energy saving implemented in the business you manage?
Answer	:	I think it's difficult to implement energy savings in this culinary business, especially when it comes to electricity and water. If we

		try to make savings, it could lower our service quality. For example, if the fan is switched off while customers are eating, they may feel uncomfortable and this will result in them not wanting to eat here again.
Question	:	Is environmental sustainability included in your business strategy? How do you communicate with customers and other employees about your commitment to environmental sustainability?
Answer	:	We are committed to doing our best and staying mindful of environmental sustainability, including food waste management. The rest is to support sustainability by complying with government policies related to all environmental matters related to the culinary business.
Question	:	How do you provide and manage raw materials for food or beverages to be processed and served to consumers?
Answer	:	We always use fresh ingredients here. So, all the raw materials used will run out on the same day, the next day use new ingredients again.
Question	:	From your point of view, what is the relationship between Strategic Agility owned by business owners/owners and the sustainability of a business?
Answer	:	Of course, they are all positively interrelated. Agility is essential to achieving a sustainable business. If a business is unchanging and stagnant, there is no way it can grow.

### Employee I

Informant Name : Yosa Defita

Day/Date : Friday/ 10 January 2025

At : 3.03 PM

Place : RM Ampalu Raya Sawahan

Interview Topic : *Strategic Agility to achieve Business Sustainability*

Question	:	How does Ampalu Raya Restaurant recognise changes in what customers want or new developments in the culinary world?
Answer	:	For me personally, because I am directly dealing with customers, the changes that I often notice are the changes in the menu choices that many customers buy. That's the easiest thing to realise. Because we are the ones in front, we know that, what menus run out quickly or menus that are of little interest. Maybe it's also because we often observe too, so we can know what changes occur.
Question	:	What do you do to find out what your customers think about your menu and service?
Answer	:	Usually because we already know some customers who have subscribed, from there I usually try to ask questions or ask for input from the customer regarding it.
Question	:	Can you share a past experience where your ability to respond to market changes helped Rumah Makan Ampalu Raya make good decisions?
Answer	:	<p>For example, as a result of observation, there was a moment where a menu that was usually less popular, but now the demand has increased.</p> <p>From that observation, I suggested to my boss to increase the number of servings for that menu.</p> <p>Such conditions often occur, but sometimes some suggestions are accepted and some are not. There must be many other</p>

		considerations. Maybe it's related to finances, because they look at revenue first. Everything costs money, so that the strategy can be realized.
Question	:	How do you adjust the management of resources such as raw materials and labour, when demand at Ampalu Raya Restaurant changes? (increase/decrease)
Answer	:	Usually, from the supervisor for labour management, if there are a lot of orders or when there is an event, there will usually be additional workers who will help for that moment. So it is flexible for how many people are employed. How necessary and optimal is the work of each employee?
Question	:	What are the difficulties you experience when you have to change or distribute resources flexibly, for example during certain seasons or when there are special events?
Answer	:	Yes, from what I have seen, in organising the resources used, superiors usually first ascertain whether their members have worked optimally or not.
Question	:	How does your restaurant ensure that the resources in your restaurant can be quickly adapted to customer needs?
Answer	:	I think yes, why ampalu raya can be quick and easy to adapt is because of the involvement of superiors who make it easier to communicate. If there is a decision that needs a quick answer, it becomes easier to communicate.
Question	:	What do the owners and managers at Ampalu Raya Restaurant do to ensure effective collaboration in strategic decision-making?
Answer	:	They like to supervise the process from the beginning until the product reaches the consumer. It could be because of this habit that makes this strategy work optimally. And it can also increase their engagement, right?



Question	:	What examples can you give of the influence of leadership collaboration on the success or failure of strategies in your restaurant?
Answer	:	Maybe because of the collaboration, there is an agreement between the people involved. And it will become binding and a shared duty to make it a success.
Question	:	How does Ampalu Raya Restaurant try to reach an agreement between leaders when there are differences of opinion in decision making?
Answer	:	For this I don't know exactly how
Question	:	Do you think these ideas support the sustainability of the business that you have run, both in terms of environment, social and economy?
Answer	:	I think so because I think this business provides a lot of benefits to the people around me.
Question	:	How has the business income (cash inflow) of your business evolved since you started until now?
Answer	:	I don't know, there seems to be an improvement
Question	:	Has there been an increase in the amount of assets owned by you from the start of the business until now?
Answer	:	Increase in assets... opening new branches is included, right? That means there's been a lot of increase in assets
Question	:	What do you think, is there an increase in the quality of the products offered to consumers?
Answer	:	Here, we think we are always upgrading our products, be it flavours, products, and facilities.
Question	:	Have any customers ever complained about the quality of the products you offer?

Answer	:	It happened to me once, there was a consumer who complained about the service he felt. He had been waiting for a long time but his order had not yet arrived. And he was angry.
Question	:	What competitive strategies do you apply in running and managing this restaurant business in order to win the competition?
Answer	:	As for the strategy, I don't know for sure, because I didn't participate in the formulation of the strategy. But clearly, if there is a new strategy to be implemented, we will always be gathered and held discussions to perfect the strategy.
Question	:	What are the advantages of the competitive strategies that you apply that are better than the competitors?
Answer	:	The taste of the food is what is featured here because that is what Ampalu Raya sells. Other than that, it might be the relationship with consumers. I sometimes prioritize regular consumers when shopping here, for example, like ordinary consumers only get so much, but regular consumers get more. Like that.
Question	:	How do you manage kitchen waste, such as food scraps, used cooking oil, food packaging, etc.?
Answer	:	Food packaging will of course be disposed of, while food waste is usually already picked up by the farmer. We also remove rubbish daily to prevent unpleasant odours in our area.
Question	:	How is energy saving implemented in the business you manage?
Answer	:	Usually, for water, you can say that there are no restrictions (difficult) because if there are restrictions, you won't be able to bang, because water is very important in this business. Used for various things, ranging from toilets, washing dishes, drinking, to washing raw materials.
Question	:	Is environmental sustainability included in your business strategy? How do you communicate with customers and other

		employees about your commitment to environmental sustainability?
Answer	:	Actually, we have no responsibility there, because environmental affairs are the domain of the government. We already comply with the policies set by DLH, which takes care of the environment. In other words, we are also committed and participate in environmental sustainability. If there are issues such as fires, floods or landslides, it is not our business, because we have paid and followed the policies of the DLH.
Question	:	How do you provide and manage raw materials for food or beverages to be processed and served to consumers?
Answer	:	Every day, the raw materials we use are usually only for that day, with nothing stored for the next few days. The ingredients from the market will come every day to be processed and used on that day.
Question	:	From your point of view, what is the relationship between Strategic Agility owned by business owners/owners and the sustainability of a business?
Answer	:	Definitely related, this strategy is intended so that the business can last longer. yes, if there is no change, consumers will become more distant.

## Employee II

Informant Name : Adinul Akmal

Day/Date : Friday/ 10 January 2025

At : 15.58 PM

Place : RM Ampalu Raya Sawahan

Interview Topic : *Strategic Agility to achieve Business Sustainability*

Question	:	How does Ampalu Raya Restaurant recognise changes in what customers want or new developments in the culinary world?
Answer	:	From my experience here at ampalu raya, I think we rely a lot on process observation to understand these changes. Especially in restaurants, we routinely collect responses and feedback from consumers. From there, we can see what they like and what might need improvement.
Question	:	What do you do to find out what your customers think about your menu and service?
Answer	:	There are many ways to find out what your customers think. One of them is to build relationships with our customers and ask them about their satisfaction on a regular basis. Through these small surveys, we can get direct feedback from customers about our menu and services. You see, we believe that this feedback is very important to drive innovation in this business journey.
Question	:	Can you share a past experience where your ability to respond to market changes helped Rumah Makan Ampalu Raya make good decisions?
Answer	:	May, what yes. One of the experiences that I remember is when we started to see the trend of increasing interest in healthy food among consumers, especially after the pandemic. Back then, I observed that many people started paying more attention to their diet and looking for healthier options. And it made a significant



		increase in sales. This not only helped attract new customers, but also increased overall revenue.
Question	:	How do you adjust the management of resources such as raw materials and labour, when demand at Ampalu Raya Restaurant changes? (increase/decrease)
Answer	:	Here, we are usually flexible in managing our resources. For example, when demand increases, such as during weekends or holidays, there are usually additional workers who will help. There are usually part-time employees who are used to it as well. So that the request can be fulfilled all
Question	:	What are the difficulties you experience when you have to change or distribute resources flexibly, for example during certain seasons or when there are special events?
Answer	:	One of the difficulties is also how to ensure that all raw materials and employees can work optimally during busy moments. The challenge is to predict how big the increase in demand will be. And it must also be optimal in planning how much raw material is needed.
Question	:	How does your restaurant ensure that the resources in your restaurant can be quickly adapted to customer needs?
Answer	:	It prioritises the involvement of all parties or all team members in the management process. The key in doing so is to hold meetings for discussion and sharing related to working conditions and the latest trends from consumers. Surely involving all parties will broaden the perspective to understand better.
Question	:	What do the owners and managers at Ampalu Raya Restaurant do to ensure effective collaboration in strategic decision-making?
Answer	:	I think one of the ways they do this is by actively supervising the plan process and also ensuring that all voices are heard. For example, in meetings, every member is given the opportunity to

		share their views and ideas. The positive impact is that people feel valued and contribute to the plan.
Question	:	What examples can you give of the influence of leadership collaboration on the success or failure of strategies in your restaurant?
Answer	:	The owner and all members here work together with the whole team to design and test a new menu for example. We learnt that each team member has an interesting perspective. When we work together, the new menu design becomes ours, and we can avoid mistakes and create more brilliant strategies.
Question	:	How does Ampalu Raya Restaurant try to reach an agreement between leaders when there are differences of opinion in decision making?
Answer	:	Here at ampalu raya, we highly value the discussion process when dealing with differences of opinion. If there is an issue that needs to be discussed, the boss will invite and gather all relevant parties to gather and discuss their views.
Question	:	Do you think these ideas support the sustainability of the business that you have run, both in terms of environment, social and economy?
Answer	:	I think, definitely in favour of it. Because many people are now starting to realise environmental issues, right?
Question	:	How has the business income (cash inflow) of your business evolved since you started until now?
Answer	:	Nominally, I don't know exactly how much. I think there has been a lot of improvement in the income of this business.
Question	:	Has there been an increase in the amount of assets owned by you from the start of the business until now?

Answer	:	Of course, we have increased many assets here. For example, more complete kitchen equipment, new chairs, furniture. Just things that can increase customer convenience.
Question	:	What do you think, is there an increase in the quality of the products offered to consumers?
Answer	:	Quality is a given, anything that increases consumer comfort will be improved. One of the main factors is our focus on raw material selection. We always use fresh and quality ingredients.
Question	:	Have any customers ever complained about the quality of the products you offer?
Answer	:	Once, they complained about the service. They complained about how long it took for the food they ordered to be finished and served to them. That is a lesson for us, especially me personally, for the future. But the most important thing is how we see it as a lesson. From the complaints, there can also be many innovations that arise.
Question	:	What competitive strategies do you apply in running and managing this restaurant business in order to win the competition?
Answer	:	I don't know for sure, but for sure, what I feel is that ampalu raya always prioritises the strengths within its business (internal).
Question	:	What are the advantages of the competitive strategies that you apply that are better than the competitors?
Answer	:	The main advantage of this restaurant is the focus on flavor and the culinary experience created here. We believe that quality of taste is the deciding factor that keeps consumers coming back.
Question	:	How do you manage kitchen waste, such as food scraps, used cooking oil, food packaging, etc.?
Answer	:	As for food waste, there is already a farmer who picks it up. The rubbish is thrown away every day to prevent the stench from spreading.

Question	:	How is energy saving implemented in the business you manage?
Answer	:	I don't think it's too much to save energy, because it would be difficult to save energy. This is the energy that is used in our daily business. However, it is always strived to be able to make savings
Question	:	Is environmental sustainability included in your business strategy? How do you communicate with customers and other employees about your commitment to environmental sustainability?
Answer	:	I don't think so
Question	:	How do you provide and manage raw materials for food or beverages to be processed and served to consumers?
Answer	:	Because they are committed to using fresh ingredients, the ingredients are used only for that day. For tomorrow, they will be bought again. Because they are committed to using fresh ingredients, the ingredients are used only for that day. For tomorrow, they will be bought again.
Question	:	From your point of view, what is the relationship between Strategic Agility owned by business owners/owners and the sustainability of a business?
Answer	:	I think it is related, because it is with strategic agility that businesses can have sustainability.



## INTERVIEW TRANSCRIPTS IN INDONESIAN

### Owner I

Nama Informan : Muhammad Amsal

Hari/Tanggal : Senin/ 06 Januari 2025

Pukul : 09.41 WIB

Tempat : Rumah Makan Ampalu Raya Sawahan

Topik Wawancara : *Strategic Agility* untuk mencapai *Business Sustainability*

Tanya	:	Bagaimana Rumah Makan Ampalu Raya Sawahan menyadari adanya perubahan dalam apa yang diinginkan pelanggan atau perkembangan terbaru dalam dunia kuliner?
Jawab	:	<p>Kalau untuk sadar, pastinya kita dalam berbisnis harus selalu sadar tentang apa saja perkembangan di industri sektor makan dan minuman ini, apalagi khususnya di sektor rumah makan padang. Kita harus sadar atau tau apa saja yang menjadi acuan, ketentuan, dan kebijakan terbaru terkait dengan bisnis kita. Tapi, yang paling penting adalah langkah setelah sadar tadi. Setelah kita sadar, apakah kita tertarik dengan perkembangan tersebut. Apakah kita tertarik dengan strategi apa yang dapat diimplementasikan pada bisnis kita. Karna jika kita hanya sadar dan tidak tertarik untuk memanfaatkannya pada bisnis kita, kesadaran tersebut hanya sia-sia.</p> <p>Berkaitan dengan cara kami untuk menyadari dan tertarik akan perubahan tersebut, mungkin karna sudah terbiasa dengan budaya atau kebiasaan yang telah diterapkan dari awal bisnis ini berdiri. Kebiasaan tersebut adalah mengamati. Karna mengamati adalah salah satu cara yang efektif untuk sadar dan tertarik dengan perubahan yang terjadi di industri. Dengan mengamati, tidak hanya membantu untuk terus up-to-date, tapi juga memperluas wawasan terkait hal-hal tersebut.</p>

Tanya	:	Apa yang Anda lakukan untuk mengetahui pendapat pelanggan tentang menu dan layanan di rumah makan Anda?
Jawab	:	<p>Kami sangat terbuka untuk masukan dan keluhan yang diberikan oleh pelanggan. Karna persepsi akan pengalaman yang didapati oleh pelanggan, sangat mempengaruhi keputusan mereka untuk kembali atau merekomendasikan Ampalu Raya kepada orang lain. Banyak cara yang kami lakukan untuk bisa mengetahui apa saja masukan dan keluhan yang datang dari pelanggan. Bisa dari kotak aduan yang ada disini, bisa juga langsung disampaikan ke karyawan atau juga bisa dari media sosialnya ampalu raya.</p> <p>Dan dari masukan tersebutlah kebanyakan sumber ide untuk inovasi kami. Khususnya inovasi yang berhubungan dengan cita rasa dan menu lauk. Inilah intinya kenapa kami sangat terbuka untuk masukan, inovasi.</p>
Tanya	:	Bisakah Anda berbagi pengalaman yang pernah terjadi dimana kemampuan Anda untuk merespons perubahan pasar membantu Rumah Makan Ampalu Raya Sawahan membuat keputusan yang baik?
Jawab	:	<p>Mungkin kalau yang kepikiran sekarang, pengalaman saat masa-masa pandemi dulu sih, yang mengubah mungkin keseluruhan cara berbisnis di rumah makan ya. Dengan kondisi segala keterbatasan akses untuk berinteraksi secara langsung dengan konsumen, ditambah juga dengan kebijakan dari pemerintah. Untuk tetap bisa menggerakkan perputaran ampalu raya ini dan juga memastikan seluruh karyawan tetap bisa menghidupi keluarganya, saya mencoba bagaimana ampalu raya ini dapat tetap beroperasi walaupun dalam keterbatasan ini. Akhirnya, saya mencoba untuk mengubah sistem jual beli yang ada di ampalu raya ini menjadi dapat diakses secara online. Persiapan dimulai dari mengubah fasilitas yang ada di lokasi untuk menyesuaikan</p>

		<p>dengan ketentuan pemerintah. Juga mendaftarkan ampalu raya untuk bisa diakses dan mengorder secara online. Karna dengan kondisi yang baru dan sistem yang baru, saya juga mengatur sop kerja dan sistem secara internal untuk karyawan dan bagaimana alur kerja pada saat pandemi ini. Dan alhamdulillahnya, ampalu raya berhasil untuk tetap beroperasi saat pandemi dan tidak melakukan pemecatan (layoff) kepada karyawan disini.</p> <p>Pastinya banyak gangguan dalam penerapan perubahan tadi. Salah satunya adalah pendapatan. Banyak rencana yang seharusnya kalau jadi terrealisasikan saya rasa akan memberikan impact yang lebih, tapi terkendala dengan pendapatan. Mungkin sekiranya dulu (sebelum pandemi) punya pendapatan yang lebih, mungkin bisa berhasil lebih dari yang seharusnya. Intinya sih dalam melakukan penyesuaian pasar, pastinya juga harus memastikan kondisi pendapatan kita (keuangan) agar konsepannya berjalan lancar</p>
Tanya	:	<p>Bagaimana cara Anda menyesuaikan pengelolaan sumber daya seperti bahan baku dan tenaga kerja, ketika permintaan di Rumah Makan Ampalu Raya Sawahan mengalami perubahan? (naik/turun)</p>
Jawab	:	<p>Disini kalau untuk sumber daya, seperti bahan baku itu kami sifatnya fleksibel. Jadi bahan baku itu dibeli setiap hari dan dihabiskan untuk hari itu juga. Fleksibel lah pokoknya. Jadi setiap akhir jam kerja, akan selalu dicek bahan apa saja yang akan dibeli untuk bahan masak besok hari, bahan-bahan apa saja yang disiapkan lebih banyak karna peminat menu tertentu meningkat misalnya.</p> <p>Jadi dengan fleksibel tadi, selain menjaga bahan masakan tetap fresh, tapi juga untuk memberikan cita rasa yang lezat kepada konsumen.</p>

Tanya	:	Apa saja kesulitan yang Anda alami ketika harus mengubah atau mendistribusikan sumber daya secara fleksibel, misalnya saat musim tertentu atau saat ada acara khusus?
Jawab	:	Sejauh ini kayaknya tidak ada kesulitan yang berarti dalam mengelola sumber daya di ampalu raya ini, khususnya di karyawan ya. Kuncinya sih pastikan karyawan sudah berkerja secara optimal. Memang terkadang ada juga kesulitan saat mengelola karyawan ini, tapi kalau kita sudah memahami bagaimana kondisi yang dirasakan oleh karyawan ya secara tidak langsung kita juga sudah tahu solusinya bagaimana. Kalau kita tahu berapa batas optimal karyawan bekerja, itu bisa menjadi pengetahuan yang berharga untuk atasannya. Dengan optimal tadi, kalau ada kondisi yang sangat sibuk, kita tahu dimana saja batasannya.
Tanya	:	Bagaimana rumah makan Anda menjaga agar bahwa sumber daya di rumah makan Anda dapat dengan cepat diadaptasi sesuai kebutuhan pelanggan?
Jawab	:	<p>Yang selalu saya tanamkan sebagai atasan dari karyawan ampalu raya ini, saya harus selalu mendorong diri saya untuk selalu meningkatkan keterlibatan saya pribadi, baik ketika proses produksi hingga pelayanan. Karna menurut saya, keterlibatan seorang atasan kepada anggotanya akan membantu menjaga sumber daya yang ada pada bisnis tersebut. Keterlibatan tadi juga membantu seorang atasan untuk memahami bisnisnya secara rinci hingga teknisnya.</p> <p>Dan dengan keterlibatan yang diberikan oleh seorang atasan, ini juga akan memacu rasa keterlibatan karyawan terhadap bisnis ini. Jika anggota juga memiliki rasa keterlibatan yang tinggi terhadap tempat kerjanya, maka insyaallah tidak sulit untuk menjaga atau mengkoordinir sumber daya yang ada disini.</p>



Tanya	:	Apa yang dilakukan pemilik dan manajer di Rumah Makan Ampalu Raya Sawahan untuk memastikan kolaborasi yang efektif dalam pengambilan keputusan strategis?
Jawab	:	Pastinya untuk suksesnya rencana yang direncanakan dan berjalan sesuai dengan gambaran yang dibuat, itu membutuhkan orang yang bisa atau dipercaya untuk mengawasi dan juga mengontrol agar keputusan strategisnya tepat sasaran. Dengan mengontrol perkembangan dari rencana tersebut, kita tahu apa saja lebih kurangnya rencana yang kita jalankan selama proses realisasinya. Untuk yang mengontrol tadi, itu bisa saja saya yang melakukannya atau bisa juga seseorang yang saya percayai untuk mengambil alih tugas tersebut.
Tanya	:	Apa contoh yang bisa Anda berikan mengenai pengaruh kolaborasi kepemimpinan terhadap keberhasilan atau kegagalan strategi di rumah makan Anda?
Jawab	:	Untuk kunci keberhasilan strategi menurut saya adalah apakah keputusan strategi tersebut sudah menjadi milik bersama. Dalam artian strategi tersebut sudah disepakati oleh seluruh orang-orang yang terlibat di dalamnya, baik dari yang paling bawah hingga yang paling atas, bagian dapur, supplier, dan lain-lain. Nah, kalau strategi tersebut sudah dipahami dan disepakati oleh seluruh yang terlibat, akan mempermudah dalam mengontrol orang-orang yang ada di dalamnya.
Tanya	:	Bagaimana Rumah Makan Ampalu Raya berupaya untuk mencapai kesepakatan di antara pemimpin ketika ada perbedaan pendapat dalam pengambilan keputusan?
Jawab	:	Di Rumah Makan Ampalu Raya, kami selalu mengutamakan diskusi sebelum mengambil keputusan penting. Saya percaya bahwa dengan berdiskusi bersama, kita bisa mendengarkan berbagai pendapat dan ide yang berbeda. Jika ada perbedaan, kami

		tidak takut untuk mendiskusikannya lebih dalam. Melalui diskusi yang membangun, kami bisa mencari solusi terbaik dan mencapai kesepakatan yang menguntungkan semua pihak. Dengan cara ini (diskusi), kami bisa memastikan bahwa setiap keputusan yang diambil itu sejalan dengan visi dan misi rumah makan kita.
Tanya	:	Apakah menurut Bapak/Ibu ide-ide tersebut mendukung keberlanjutan bisnis yang telah dijalankan oleh Bapak/Ibu, baik dalam segi lingkungan, sosial, dan ekonomi?
Jawab	:	Disini, terutama saya, saya ingin terus berkomitmen untuk bisnis ini tidak hanya berfokus pada profit saja, namun juga mendukung dan berkomitmen untuk peduli juga terhadap aspek sosial dan lingkungan. Sebuah langkah kecil yang sudah kami lakukan adalah dengan menjalin kerjasama untuk berbagi makanan sahur bagi masyarakat yang sedang melakukan i'tikaf di Masjid Baiturrahmah Padang. Kami percaya bahwa berbagi dan peduli kepada sesama itu sangat penting, terutama di bulan suci kan.
Tanya	:	Bagaimana pendapatan usaha (arus kas masuk) bisnis bapak/ibu telah berkembang sejak awal dimulai hingga saat ini?
Jawab	:	Terkait pendapatan ya, alhamdulillah untuk itu sudah mengalami peningkatan semenjak di awal dulu. Kalau bisa ya seterusnya juga begitu. Supaya juga bisa semakin banyak kebermanfaatan yang bisa dirasakan oleh orang banyak.
Tanya	:	Apakah terjadi peningkatan jumlah aset yang dimiliki Bapak/Ibu dari awal merintis hingga saat ini?
Jawab	:	Ya, Alhamdulillah, kami terus berusaha untuk menambah aset, baik itu dalam bentuk peralatan masak yang lebih modern, fasilitas yang lebih nyaman untuk pelanggan, maupun untuk kenyamanan dari internal kami sendiri. Apalagi dengan pembukaan cabang baru, sangat perlu untuk menambah aset.

Tanya	:	Bagaimana menurut Bapak/Ibu, apakah terdapat peningkatan kualitas produk yang ditawarkan pada konsumen?
Jawab	:	Kualitas merupakan penawaran nomor satu disini. Kualitas yang ditawarkan akan selalu dilakukan peningkatan agar selalu beradaptasi dengan selera konsumen yang berubah ubah. Banyak cara untuk bisa melakukan peningkatan kualitas, termasuk diantaranya masukan atau keluhan dari konsumen.
Tanya	:	Apakah ada pelanggan yang pernah mengeluh mengenai kualitas produk yang Bapak/Ibu tawarkan?
Jawab	:	Nah, ini yang tadi. Dengan adanya keluhan, ini menjadikan kesempatan kami untuk belajar dan memperbaiki diri. Kami sangat mendorong pelanggan untuk tidak ragu dalam menyampaikan keluhannya.
Tanya	:	Strategi bersaing seperti apa yang Bapak/Ibu terapkan dalam menjalankan dan mengelola bisnis rumah makan ini agar dapat memenangkan persaingan?
Jawab	:	Kalau untuk strategi bersaing, tampaknya saya tidak terlalu ingin fokus terhadap hal ini. Tapi untuk strategi, sepertinya saya mengkonsepkan untuk memperkuat sisi internal bisnis terlebih dahulu. Menurut saya, jika orang-orang yang ada di sisi internal bisnis tidak merasakan kepuasan, maka akan berefek juga ke yang lain (konsumen). Dengan karyawan yang puas dan termotivasi, kami yakin dapat memberikan pelayanan yang lebih baik kepada konsumen.
Tanya	:	Apa saja keunggulan dari strategi bersaing yang Bapak/Ibu terapkan yang lebih baik daripada para pesaing?
Jawab	:	Sudah pasti yang menjadi keunggulan untuk bisnis di rumah makan Padang yang pasti adalah pada bagian cita rasa. Jadi selalu

		kami coba untuk bisa memberikan cita rasa yang terbaik kepada konsumen. Sudah banyak juga yang membuktikan hal tersebut, contohnya menu ayam pop kami menang sebagai ayam pop terbaik pada perlombaan tersebut. Unand juga yang mengadakan itu.
Tanya	:	Bagaimana Bapak/Ibu mengelola limbah dapur, seperti sisa makanan, minyak goreng bekas, kemasan makanan, dan lain-lain?
Jawab	:	Kami biasanya sudah memiliki langganan untuk mengambil limbah makanan, biasanya itu dari peternak. Untuk limbah sampah, kami harus membuangnya setiap hari. Jika dibiarkan menumpuk, itu akan memakan banyak tempat dan baunya bisa sangat mengganggu.
Tanya	:	Bagaimana penerapan hemat energi pada bisnis yang Bapak/Ibu kelola?
Jawab	:	Sebisa mungkin untuk melakukan penghematan energi dalam proses bisnis ini. Namun, biasanya yang sulit dalam penerapan penghematan energi ini adalah penghematan air. Soalnya bisa kita sebut air ini yang paling digunakan setiap hari, seperti bersihin bahan baku butuh air, cuci peralatan masak butuh air, bersihin lokasi ini juga butuh air.
Tanya	:	Apakah keberlanjutan lingkungan termasuk dalam strategi bisnis Bapak/Ibu? Bagaimana Bapak/Ibu berkomunikasi dengan pelanggan dan karyawan lainnya tentang komitmen Bapak/Ibu terhadap keberlanjutan lingkungan?
Jawab	:	Sejujurnya kami belum memfokuskan bisnis ini untuk serius di keberlanjutan lingkungan, karna menurut kami, bisnis ini fokus utamanya adalah memberikan produk terbaiknya kepada konsumen. Kalau urusan yang berkaitan dengan lingkungan, saya



		pikir itu sudah lingkupnya pemerintahan. Sejauh ini, cara kami untuk menunjang keberlanjutan lingkungan adalah dengan patuh mengikuti kebijakan-kebijakan yang dibuat oleh pemerintah terkait lingkungan
Tanya	:	Bagaimana cara Bapak/Ibu menyediakan dan mengelola bahan baku makanan atau minuman untuk siap diolah dan disajikan kepada konsumen?
Jawab	:	Bahan baku selalu masuk setiap hari, bahan baku yang masuk itu akan habis digunakan pada hari itu juga, besoknya masuk lagi dan habis lagi, begitu terus.
Tanya	:	Dari sudut pandang Bapak/Ibu, apa hubungan Strategic Agility yang dimiliki oleh pemilik/owner bisnis dengan keberlanjutan sebuah bisnis tersebut?
Jawab	:	Dari sudut pandang saya, hubungan antara strategic agility yang dimiliki oleh pemilik bisnis dan keberlanjutan sebuah bisnis sangat erat. Dengan strategic agility membuat pebisnis mudah untuk melihat perubahan pada selera konsumen. Dengan terus beradaptasi, akan membuat bisnis yang berkelanjutan untuk jangka panjang.

## Owner II

Nama Informan : Reno Sanjaya

Hari/Tanggal : Rabu/ 15 Januari 2025

Pukul : 10.11 WIB

Tempat : RM Ampalu Raya

Topik Wawancara : *Strategic Agility* untuk mencapai *Business Sustainability*

Tanya	:	Bagaimana Rumah Makan Ampalu Raya Sawahan menyadari adanya perubahan dalam apa yang diinginkan pelanggan atau perkembangan terbaru dalam dunia kuliner?
Jawab	:	Untuk saya pribadi, mungkin karna kebiasaan dari diri saya yang suka mengamati sekitar dan juga mengamati apa saja perubahan yang terjadi di sekitar saya, membantu saya untuk lebih peka terhadap perubahan yang terjadi. Sekarang karna bergerak di sektor makanan, kebiasaan mengamati tersebut saya manfaatkan untuk perkembangan Rumah Makan Ampalu Raya ini
Tanya	:	Apa yang Anda lakukan untuk mengetahui pendapat pelanggan tentang menu dan layanan di rumah makan Anda?
Jawab	:	<p>Banyak cara, seperti aduan langsung ke karyawan, via kotak aduan di lokasi, atau bisa juga melalui ulasan-ulasan yang ada di google maps atau platform online lainnya. Terkadang saya juga sesekali bertanya kepada pelanggan jikalau ada masukan atau keluhan yang dirasakan oleh mereka.</p> <p>Menurut saya, banyak hal yang bisa dimanfaatkan dari keluhan tersebut. Dari kebanyakan inovasi yang diaplikasikan pada Rumah Makan Ampalu Raya ini, kebanyakan berasal dari masukan dan keluhan yang disampaikan oleh konsumen ampalu raya ini. Inovasi inilah yang membuat ampalu raya bisa berkembang sejauh ini.</p>
Tanya	:	Bisakah Anda berbagi pengalaman yang pernah terjadi dimana kemampuan Anda untuk merespons perubahan pasar membantu

		Rumah Makan Ampalu Raya Sawahan membuat keputusan yang baik?
Jawab	:	Pastinya, sudah banyak strategi yang dibuat untuk menyesuaikan dengan kondisi pasar yang berubah-ubah. Apalagi kalau yang berkaitan dengan teknologi. Tapi selama perjalanan pengalaman saya, yang paling menjadi pertimbangan saat menjalankan strategi tersebut atau pembahasan apa saja ide-ide untuk strateginya, yang menjadi pertimbangan pertama adalah bagaimana kondisi keuangan yang ada di RM Ampalu Raya ini. Bagaimana pendapatan dari bisnis ini. Kalau pendapatan berada pada kondisi yang meningkat, akan semakin banyak ide atau strategi yang akan bisa dikembangkan menjadi inovasi untuk RM Ampalu Raya. Tapi kalau sebaliknya, pendapatan sedang menurun, jadinya terbatas ide yang bisa dikembangkan.
Tanya	:	Bagaimana cara Anda menyesuaikan pengelolaan sumber daya seperti bahan baku dan tenaga kerja, ketika permintaan di Rumah Makan Ampalu Raya Sawahan mengalami perubahan? (naik/turun)
Jawab	:	Untuk pengelolaan bahan baku makanan, yang akan digunakan untuk menjadi produk nantinya. Disini sifatnya fleksibel saja. Bisa hari ini lebih banyak bahan baku yang dipesan, bisa juga sedikit. Tergantung bagaimana kondisi pengamatan penjualan disini. Karna bahan baku itu dibeli setiap hari. Jadi bahan baku disini hanya menggunakan bahan baku yang segar saja
Tanya	:	Apa saja kesulitan yang Anda alami ketika harus mengubah atau mendistribusikan sumber daya secara fleksibel, misalnya saat musim tertentu atau saat ada acara khusus?
Jawab	:	Kalau untuk kesulitan itu pasti ada lah ya. Karna kalau kata pepatah “dibalik kesulitan pasti ada kemudahan” kan seperti kalau musim-musim libur begitu pastinya akan lebih banyak pesanan

		yang masuk dan otomatis harus lebih banyak memproduksi menu lauknya. Cara dari kami biasanya memastikan dulu apakah dari sdm yang ada sudah bekerja secara optimal, baik itu dari segi jobdesk dan jam kerjanya. Semisal mereka sudah bekerja secara optimal tapi masih juga tidak kehandle secara maksimal, maka dari itu kami sudah punya pekerja-pekerja tambahan yang direkrut ketika adanya event atau moment yang memerlukan produksi yang banyak.
Tanya	:	Bagaimana rumah makan Anda menjaga agar bahwa sumber daya di rumah makan Anda dapat dengan cepat diadaptasi sesuai kebutuhan pelanggan?
Jawab	:	Menurut saya, kuncinya sih keterlibatan seorang atasan/owner pada bisnis mereka. Dengan adanya keterlibatan owner dengan apa saja proses pada bisnis dan juga adanya hubungan yang baik dengan karyawannya, maka akan mempermudah bisnis tersebut dalam melakukan adaptasi tadi
Tanya	:	Apa yang dilakukan pemilik dan manajer di Rumah Makan Ampalu Raya Sawahan untuk memastikan kolaborasi yang efektif dalam pengambilan keputusan strategis?
Jawab	:	Segala sesuatu yang dirancang dan direncanakan, dan akan diimplementasikan pasti membutuhkan pengawasan untuk bisa rencana tersebut berjalan dengan sukses. Sebagus apapun rencana tersebut, sematang apapun rencana tersebut kalau tidak ada yang mengawasi jalannya rencana tersebut pasti akan berjalan tidak sesuai dengan yang diharapkan. Jadi tugas kamilah untuk mengawasi bagaimana strategi tadi berjalan sesuai dengan perencanaan, baik itu secara proses, interaksi, media, dan lain lain
Tanya	:	Apa contoh yang bisa Anda berikan mengenai pengaruh kolaborasi kepemimpinan terhadap keberhasilan atau kegagalan strategi di rumah makan Anda?



Jawab	:	<p>Keberhasilan kolaborasi kepemimpinan ya? Intinya ini saja sih, semua orang yang terkait dengan strategi tersebut apakah sudah memiliki rasa ikatan dengan strategi ini atau belum. Jadi strateginya menjadi strategi bersama. Itu yang sangat menentukan sekali. Cara agar strategi tadi bisa menjadi strategi bersama adalah dengan melakukan diskusi dengan karyawan misalnya, kita bisa mendengar bagaimana pandangan dari sisi dapur atau juga sisi pelayanan.</p> <p>Contohnya pernah ketika pembahasan terkait strategi yang akan dijalankan oleh Rumah Makan Ampalu Raya ini, dan ketika dilakukan diskusi, salah satu karyawan memberikan ide untuk menambahkan menu baru untuk ditawarkan ke konsumen. Dan akhirnya menu tersebut laris diminati konsumen.</p>
Tanya	:	<p>Bagaimana Rumah Makan Ampalu Raya berupaya untuk mencapai kesepakatan di antara pemimpin ketika ada perbedaan pendapat dalam pengambilan keputusan?</p>
Jawab	:	<p>Perbedaan pendapat itu menurut saya merupakan suatu hal yang wajar ya. Karna dengan berbeda pendapat tadi, disitu bisa sekalian berbagi pandangan juga kan. Dan cara yang biasa dilakukan kalau terjadi perbedaan pendapat ya, kami lakukan diskusi untuk mencari solusi yang sama-sama menguntungkan, istilahnya best deal lah kan ya.</p>
Tanya	:	<p>Apakah menurut Bapak/Ibu ide-ide tersebut mendukung keberlanjutan bisnis yang telah dijalankan oleh Bapak/Ibu, baik dalam segi lingkungan, sosial, dan ekonomi?</p>
Jawab	:	<p>Tentunya iya. Kami sangat peduli dengan masyarakat di sekitar kami. Selain menciptakan lapangan kerja, kami juga siap untuk membantu ketika ada musibah atau kesulitan yang dialami masyarakat.</p>

Tanya	:	Bagaimana pendapatan usaha (arus kas masuk) bisnis bapak/ibu telah berkembang sejak awal dimulai hingga saat ini?
Jawab	:	Secara umum, untuk ini, alhamdulillah sudah berkembang naik dan mengalami peningkatan sejak dibentuk dari awal dulu
Tanya	:	Apakah terjadi peningkatan jumlah aset yang dimiliki Bapak/Ibu dari awal merintis hingga saat ini?
Jawab	:	Jelas. Salah satu cara kami untuk meningkatkan pelayanan kepada konsumen adalah dengan melakukan renovasi dan menambah fasilitas yang bisa membantu mereka.
Tanya	:	Bagaimana menurut Bapak/Ibu, apakah terdapat peningkatan kualitas produk yang ditawarkan pada konsumen?
Jawab	:	Di tempat kami, kualitas peoduk adalah prioritas utama. Kami berusaha untuk selalu mengupgrade produk yang kami tawarkan, baik dari rasa maupun dengan menambahkan menu baru, supaya bisa memenuhi selera konsumen yang tidak tetap
Tanya	:	Apakah ada pelanggan yang pernah mengeluh mengenai kualitas produk yang Bapak/Ibu tawarkan?
Jawab	:	Sejauh ini, rasanya belum pernah mendengar keluhan terkait kualitas produk, tapi kalau untuk keluhan terkait pelayanan sudah pernah
Tanya	:	Strategi bersaing seperti apa yang Bapak/Ibu terapkan dalam menjalankan dan mengelola bisnis rumah makan ini agar dapat memenangkan persaingan?
Jawab	:	Disini sepertinya tidak ada yang fokus untuk melihat bagaimana keadaan persaingan yang ada. Yang paling penting adalah bagaimana kondisi dan performa yang dimiliki Rumah Makan Ampalu Raya ini dalam sisi internalnya, seperti fasilitas, karyawan, layanan, dan lain-lain mampu memberikan nilai

		tambah pada bisnis ini. Menurut saya, untuk apa memikirkan sisi eksternal ketika sisi internal masi belum ada keunggulan
Tanya	:	Apa saja keunggulan dari strategi bersaing yang Bapak/Ibu terapkan yang lebih baik daripada para pesaing?
Jawab	:	Cita rasa masakan adalah yang paling kami utamakan disini, karena itulah yang paling menarik bagi konsumen. Kami juga menawarkan tempat makan yang luas dan ruangan VVIP. Ini semua agar memberikan kenyamanan dan pengalaman terbaik untuk konsumen Rumah Makan Ampalu Raya.
Tanya	:	Bagaimana Bapak/Ibu mengelola limbah dapur, seperti sisa makanan, minyak goreng bekas, kemasan makanan, dan lain-lain?
Jawab	:	Sisa-sisa makanan itu sudah ada yang mengambilnya, biasanya dari peternak. Sisa-sisa makanan tadi diolah lagi dan dimanfaatkan oleh peternak untuk pakan ternaknya. Jadinya tidak ada proses yang terlalu banget untuk pengolahan limbahnya
Tanya	:	Bagaimana penerapan hemat energi pada bisnis yang Bapak/Ibu kelola?
Jawab	:	Saya rasa, sulit untuk menerapkan penghematan energi di bisnis kuliner ini, terutama dalam hal listrik dan air. Jika kami mencoba melakukan penghematan, itu bisa menurunkan kualitas pelayanan kami. Contohnya, jika kipas angin dimatikan saat konsumen sedang makan, mereka mungkin akan merasa tidak nyaman dan akan berdampak pada kurangnya minat mereka untuk makan disini lagi.
Tanya	:	Apakah keberlanjutan lingkungan termasuk dalam strategi bisnis Bapak/Ibu?  Bagaimana Bapak/Ibu berkomunikasi dengan pelanggan dan karyawan lainnya tentang komitmen Bapak/Ibu terhadap keberlanjutan lingkungan?

Jawab	:	Kami berkomitmen untuk bisa melakukan yang terbaik dan tetap memperhatikan keberlanjutan lingkungan, termasuk kayak pengelolaan limbah makanan tadi. Selebihnya itu untuk mendukung keberlanjutan, caranya adalah dengan mematuhi kebijakan pemerintah yang berkaitan dengan segala hal tentang lingkungan yang berhubungan dengan bisnis kuliner
Tanya	:	Bagaimana cara Bapak/Ibu menyediakan dan mengelola bahan baku makanan atau minuman untuk siap diolah dan disajikan kepada konsumen?
Jawab	:	Disini selalu menggunakan bahan baku yang segar. Jadi, semua bahan baku yang digunakan akan habis pada hari yang sama, besoknya pakai bahan yang baru lagi
Tanya	:	Dari sudut pandang Bapak/Ibu, apa hubungan Strategic Agility yang dimiliki oleh pemilik/owner bisnis dengan keberlanjutan sebuah bisnis tersebut?
Jawab	:	Tentu saja, semuanya saling terkait secara positif. Kelincahan sangat penting untuk mencapai bisnis yang berkelanjutan. Jika sebuah bisnis tidak ada perubahan dan hanya stagnan, tidak mungkin bisnis tersebut bisa berkembang



## Employee I

Nama Informan : Yosa Defita

Hari/Tanggal : Jum'at/ 10 Januari 2025

Pukul : 15.03 WIB

Tempat : RM Ampalu Raya Sawahan

Topik Wawancara : *Strategic Agility* untuk mencapai *Business Sustainability*

Tanya	:	Bagaimana Rumah Makan Ampalu Raya Sawahan menyadari adanya perubahan dalam apa yang diinginkan pelanggan atau perkembangan terbaru dalam dunia kuliner?
Jawab	:	Untuk saya pribadi, karna saya langsung berhadapan dengan konsumen, perubahan yang sering saya sadari adalah berubahnya pilihan menu yang banyak dibeli oleh konsumen. Itu yang paling mudah untuk disadari. Karna kita sebagai orang-orang yang di depan, kita tahu itu, apa saja menu yang cepat habis atau menu yang sedikit peminatnya. Mungkin juga kita karna sering mengamati juga ya, makanya bisa tahu apa saja perubahan yang terjadi
Tanya	:	Apa yang Anda lakukan untuk mengetahui pendapat pelanggan tentang menu dan layanan di rumah makan Anda?
Jawab	:	Biasanya karna kita sudah kenal juga beberapa konsumen yang sudah langganan, dari sana lah biasanya saya mencoba bertanya-tanya atau meminta masukan dari konsumen tadi terkait itu
Tanya	:	Bisakah Anda berbagi pengalaman yang pernah terjadi dimana kemampuan Anda untuk merespons perubahan pasar membantu Rumah Makan Ampalu Raya Sawahan membuat keputusan yang baik?
Jawab	:	Seperti tadi, hasil dari mengamati tersebut, ada moment sebuah menu yang biasanya sedikit peminatnya tapi sekarang peminatnya semakin bertambah. Dari pengamatan tersebut, saya menyarankan

		<p>kepada atasan agar memperbanyak jumlah potongan untuk menu tersebut.</p> <p>Sering terjadi kondisi seperti tadi, tapi kadang ada saran yang diterima ada juga yang tidak. Pasti banyak pertimbangan lain lah kan ya. Mungkin terkait keuangan, karna melihat dari pendapatan dulu kan. Soalnya semuanya pasti memerlukan biaya, supaya bisa terrealisasikan strateginya</p>
Tanya	:	<p>Bagaimana cara Anda menyesuaikan pengelolaan sumber daya seperti bahan baku dan tenaga kerja, ketika permintaan di Rumah Makan Ampalu Raya Sawahan mengalami perubahan? (naik/turun)</p>
Jawab	:	<p>Biasanya, dari atasan untuk pengelolaan tenaga kerja itu kalau di moment sedang banyak pesanan atau ketika ada acara, biasanya akan ada pekerja-pekerja tambahan yang akan membantu untuk moment tersebut. Jadi fleksibel saja untuk berapa orang yang dipekerjakan. Seberapa butuh dan optimalnya kerjaan masing-masing karyawan tersebut</p>
Tanya	:	<p>Apa saja kesulitan yang Anda alami ketika harus mengubah atau mendistribusikan sumber daya secara fleksibel, misalnya saat musim tertentu atau saat ada acara khusus?</p>
Jawab	:	<p>Ya kayak yang tadi, kalau dari yang saya lihat, dalam mengatur sumber daya yang digunakan, atasan biasanya memastikan terlebih dahulu apakah anggotanya sudah bekerja secara optimal atau belum</p>
Tanya	:	<p>Bagaimana rumah makan Anda menjaga agar bahwa sumber daya di rumah makan Anda dapat dengan cepat diadaptasi sesuai kebutuhan pelanggan?</p>
Jawab	:	<p>Menurut saya ya, kenapa ampalu raya bisa cepat dan mudah dalam beradaptasi adalah karena adanya keterlibatan dari atasan yang</p>

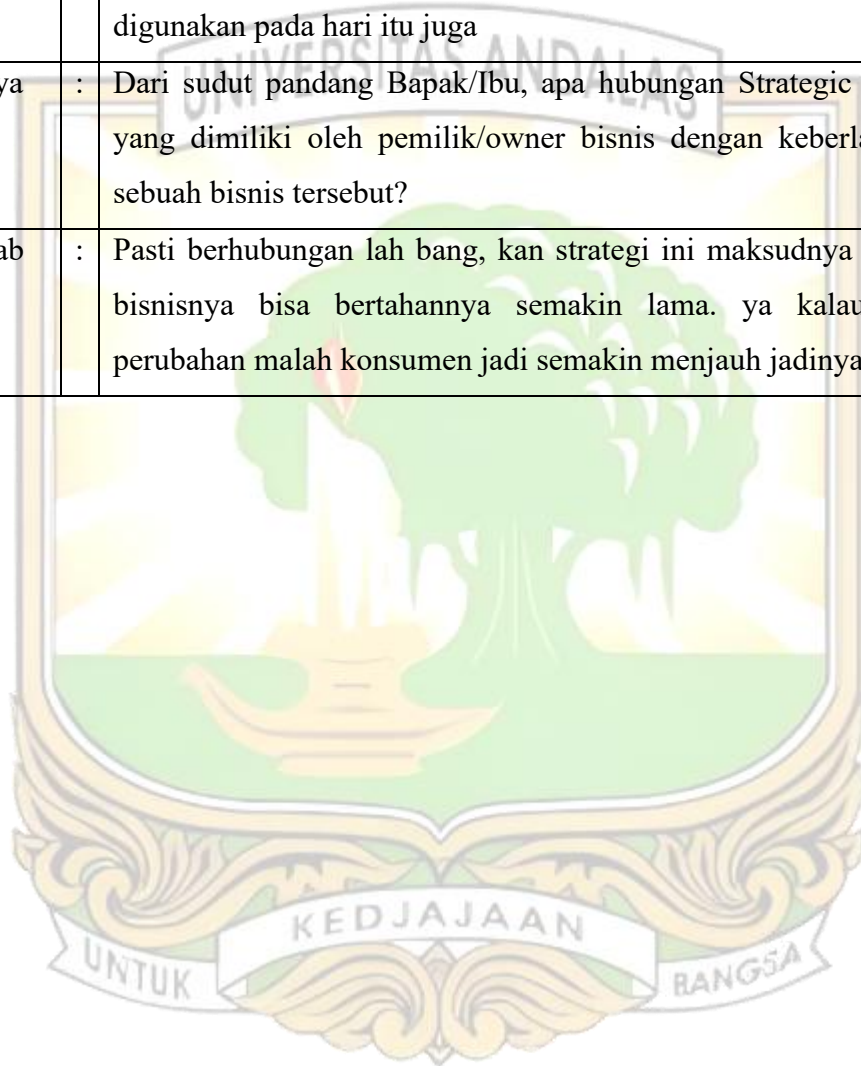
		membuat semakin mudah untuk berkomunikasi. Kalau ada keputusan yang butuh jawaban yang cepat, jadinya lebih mudah
Tanya	:	Apa yang dilakukan pemilik dan manajer di Rumah Makan Ampalu Raya Sawahan untuk memastikan kolaborasi yang efektif dalam pengambilan keputusan strategis?
Jawab	:	Mereka suka dalam mengawasi bagaimana proses dari awal sampai produk sampai di konsumen. Bisa jadi karna kebiasaan tersebut yang membuat strategi tadi bisa berjalan maksimal. Dan juga bisa untuk meningkatkan keterlibatan mereka juga kan
Tanya	:	Apa contoh yang bisa Anda berikan mengenai pengaruh kolaborasi kepemimpinan terhadap keberhasilan atau kegagalan strategi di rumah makan Anda?
Jawab	:	Mungkin karena adanya kolaborasi tadi, membuat adanya kesepakatan antara orang-orang yang terlibat kan. Dan itu akan menjadi terikat dan menjadi kewajiban bersama untuk menyuksekannya.
Tanya	:	Bagaimana Rumah Makan Ampalu Raya berupaya untuk mencapai kesepakatan di antara pemimpin ketika ada perbedaan pendapat dalam pengambilan keputusan?
Jawab	:	Untuk ini saya kurang tahu persisnya bagaimana
Tanya	:	Apakah menurut Bapak/Ibu ide-ide tersebut mendukung keberlanjutan bisnis yang telah dijalankan oleh Bapak/Ibu, baik dalam segi lingkungan, sosial, dan ekonomi?
Jawab	:	Saya rasa iya sih karna saya pikir bisnis ini banyak memberikan manfaat untuk orang-orang disekitar
Tanya	:	Bagaimana pendapatan usaha (arus kas masuk) bisnis bapak/ibu telah berkembang sejak awal dimulai hingga saat ini?
Jawab	:	Kurang tahu saya, sepertinya ada peningkatan
Tanya	:	Apakah terjadi peningkatan jumlah aset yang dimiliki Bapak/Ibu dari awal merintis hingga saat ini?

Jawab	:	Peningkatan aset.. buka cabang baru itu termasuk bukan? Berarti sudah banyak peningkatan asetnya itu
Tanya	:	Bagaimana menurut Bapak/Ibu, apakah terdapat peningkatan kualitas produk yang ditawarkan pada konsumen?
Jawab	:	Disini, kami rasa selalu melakukan upgrade produk, baik itu rasa, produk, dan fasilitas.
Tanya	:	Apakah ada pelanggan yang pernah mengeluh mengenai kualitas produk yang Bapak/Ibu tawarkan?
Jawab	:	Pernah kejadiannya waktu itu secara langsung kepada saya sendiri, ada seorang konsumen yang komplek karena keluhannya terkait dengan pelayanan yang dirasakannya. Dia sudah menunggu lama tapi pesannya masih belum datang juga. Dan marah lah dia
Tanya	:	Strategi bersaing seperti apa yang Bapak/Ibu terapkan dalam menjalankan dan mengelola bisnis rumah makan ini agar dapat memenangkan persaingan?
Jawab	:	Kalau untuk strategi saya tidak tahu pasti ya, karna saya tidak sejauh itu ikut dalam perumusan strateginya. Tapi yang jelas, jika ada strategi baru yang akan dijalankan, pasti kami akan selalu dikumpulkan dan diadakan diskusi untuk menyempurnakan dari strategi tersebut
Tanya	:	Apa saja keunggulan dari strategi bersaing yang Bapak/Ibu terapkan yang lebih baik daripada para pesaing?
Jawab	:	Rasa dari masakannya yang jadi unggulan disini karna memang itu jualan dari ampalu raya ini kan. Selain itu, mungkin, hubungan dengan konsumen ya. Saya terkadang memprioritaskan konsumen langganan jika mereka belanja disini, misalnya kayak konsumen



		biasa hanya dapat sekian, tapi kalau konsumen langganan dapat lebih banyak. Seperti itu
Tanya	:	Bagaimana Bapak/Ibu mengelola limbah dapur, seperti sisa makanan, minyak goreng bekas, kemasan makanan, dan lain-lain?
Jawab	:	Kemasan makanan tentu saja akan dibuang, sementara limbah makanan biasanya sudah diambil oleh peternak. Kami juga membuang sampah setiap hari untuk mencegah bau yang tidak enak di area kami
Tanya	:	Bagaimana penerapan hemat energi pada bisnis yang Bapak/Ibu kelola?
Jawab	:	Biasanya kalau untuk air bisa dibbilang tiada pembatasan (sulit) bang soalnya kalau diadakan pembatasan, tidak akan bisa bang, karna air ini sangat penting dalam bisnis ini. Digunakan untuk berbagai hal, mulai dari untuk toilet, mencuci piring, minum, hingga mencuci bahan baku.
Tanya	:	Apakah keberlanjutan lingkungan termasuk dalam strategi bisnis Bapak/Ibu? Bagaimana Bapak/Ibu berkomunikasi dengan pelanggan dan karyawan lainnya tentang komitmen Bapak/Ibu terhadap keberlanjutan lingkungan?
Jawab	:	Sebenarnya, kami tidak memiliki tanggung jawab disana, karena urusan lingkungan adalah ranah pemerintah. Kami sudah mematuhi kebijakan yang ditetapkan oleh DLH yang mengurus lingkungan. Dengan kata lain, kami juga berkomitmen dan berpartisipasi dalam keberlanjutan lingkungan. Jika terjadi isu-isu seperti kebakaran, banjir atau longsor, itu bukan urusan kami, karena kami sudah membayar dan mengikuti kebijakan dari DLH tersebut.

Tanya	:	Bagaimana cara Bapak/Ibu menyediakan dan mengelola bahan baku makanan atau minuman untuk siap diolah dan disajikan kepada konsumen?
Jawab	:	Setiap hari, bahan baku yang kami gunakan biasanya hanya untuk hari itu, tanpa ada yang disimpan untuk beberapa hari ke depan. Bahan-bahan dari pasar akan datang setiap hari untuk diolah dan digunakan pada hari itu juga
Tanya	:	Dari sudut pandang Bapak/Ibu, apa hubungan Strategic Agility yang dimiliki oleh pemilik/owner bisnis dengan keberlanjutan sebuah bisnis tersebut?
Jawab	:	Pasti berhubungan lah bang, kan strategi ini maksudnya supaya bisnisnya bisa bertahanya semakin lama. ya kalau tiada perubahan malah konsumen jadi semakin menjauh jadinya



## Employee II

Nama Informan : Adinul Akmal

Hari/Tanggal : Jum'at/ 10 Januari 2025

Pukul : 15.58 WIB

Tempat : RM Ampalu Raya Sawahan

Topik Wawancara : *Strategic Agility* untuk mencapai *Business Sustainability*

Tanya	:	Bagaimana Rumah Makan Ampalu Raya Sawahan menyadari adanya perubahan dalam apa yang diinginkan pelanggan atau perkembangan terbaru dalam dunia kuliner?
Jawab	:	Dari pengalaman saya selama di ampalu raya ini, saya rasa, kami sangat mengandalkan proses mengamati untuk bisa memahami perubahan ini. Khususnya di rumah makan. kami rutin mengumpulkan respons dan masukan dari konsumen. Dari situ, kami bisa melihat apa yang mereka sukai dan apa yang mungkin perlu diperbaiki.
Tanya	:	Apa yang Anda lakukan untuk mengetahui pendapat pelanggan tentang menu dan layanan di rumah makan Anda?
Jawab	:	Ada banyak cara untuk bisa mengetahui pendapat pelanggan. Salah satunya adalah membangun hubungan dengan konsumen dan menanyakan kepuasannya secara berkala. Melalui survei kecil-kecilan tersebut, kami bisa mendapatkan masukan langsung dari pelanggan mengenai menu dan pelayanan kami. Soalnya, kami percaya kalau umpan balik ini sangat penting untuk mendorong inovasi dalam perjalanan bisnis ini.
Tanya	:	Bisakah Anda berbagi pengalaman yang pernah terjadi dimana kemampuan Anda untuk merespons perubahan pasar membantu Rumah Makan Ampalu Raya Sawahan membuat keputusan yang baik?
Jawab	:	Boleh, apa ya. Salah satu pengalaman yang saya ingat adalah ketika kami mulai melihat tren meningkatnya minat terhadap

		<p>makanan sehat di kalangan konsumen, terutama setelah pandemi. Waktu itu, saya mengamati bahwa banyak orang mulai lebih memperhatikan pola makan mereka dan mencari pilihan yang lebih sehat. Dan ternyata membuat peningkatan yang signifikan dalam penjualan. Ini tidak hanya membantu menarik pelanggan baru, tapi juga meningkatkan pendapatan secara keseluruhan.</p>
Tanya	:	<p>Bagaimana cara Anda menyesuaikan pengelolaan sumber daya seperti bahan baku dan tenaga kerja, ketika permintaan di Rumah Makan Ampalu Raya Sawahan mengalami perubahan? (naik/turun)</p>
Jawab	:	<p>Disini biasanya fleksibel saja dalam pengelolaan sumber daya nya. Misalnya ketika permintaan meningkat, misalnya saat weekend atau hari libur, biasanya ada tambahan tenaga kerja yang akan membantu. Biasanya sudah ada karyawan part time yang sudah biasa juga. Sehingga permintaan tadi bisa terpenuhi semuanya</p>
Tanya	:	<p>Apa saja kesulitan yang Anda alami ketika harus mengubah atau mendistribusikan sumber daya secara fleksibel, misalnya saat musim tertentu atau saat ada acara khusus?</p>
Jawab	:	<p>Salah satu kesulitan juga ya bagaimana memastikan semua bahan baku maupun karyawan dapat bekerja secara optimal selama momen-momen sibuk. Tantangannya adalah memprediksi seberapa besar peningkatan permintaan tersebut. Dan harus optimal juga dalam merencanakan berapa jumlah bahan baku yang dibutuhkan</p>
Tanya	:	<p>Bagaimana rumah makan Anda menjaga agar bahwa sumber daya di rumah makan Anda dapat dengan cepat diadaptasi sesuai kebutuhan pelanggan?</p>
Jawab	:	<p>Disini sangat mengutamakan keterlibatan semua pihak atau semua anggota tim dalam proses pengelolaan. Kunci dalam</p>



		melakukannya adalah dengan mengadakan pertemuan untuk diskusi dan sharing terkait kondisi kerja dan tren terbaru dari konsumen. Pastinya dengan melibatkan semua pihak akan memperluas perspektif untuk bisa memahami lebih baik.
Tanya	:	Apa yang dilakukan pemilik dan manajer di Rumah Makan Ampalu Raya Sawahan untuk memastikan kolaborasi yang efektif dalam pengambilan keputusan strategis?
Jawab	:	Saya rasa, salah satu cara yang mereka lakukan adalah dengan secara aktif mengawasi proses jalannya rencana tadi dan juga beliau harus memastikan terkait apakah semua suara sudah didengar. Misalnya, dalam pertemuan, setiap anggota diberi kesempatan untuk membagikan pandangan dan ide mereka. Dampak positifnya adalah orang-orang menjadi merasa dihargai dan berkontribusi pada rencana tersebut.
Tanya	:	Apa contoh yang bisa Anda berikan mengenai pengaruh kolaborasi kepemimpinan terhadap keberhasilan atau kegagalan strategi di rumah makan Anda?
Jawab	:	Pemilik dan seluruh anggota disini bekerja bersama dengan seluruh tim untuk merancang dan menguji sebuah menu baru misalnya. Kami belajar bahwa setiap anggota tim memiliki perspektif yang menarik. Ketika kami bekerja bersama, rancangan menu baru ini akan menjadi milik bersama, dan kami bisa menghindari kesalahan dan menciptakan strategi yang lebih brilian.
Tanya	:	Bagaimana Rumah Makan Ampalu Raya berupaya untuk mencapai kesepakatan di antara pemimpin ketika ada perbedaan pendapat dalam pengambilan keputusan?
Jawab	:	Di ampalu raya ini, kami sangat menghargai proses diskusi ketika menghadapi perbedaan pendapat. Kalau ada isu yang perlu dibahas, atasan akan mengundang dan mengumpulkan semua

		pihak terkait untuk berkumpul dan mendiskusikan pandangan mereka.
Tanya	:	Apakah menurut Bapak/Ibu ide-ide tersebut mendukung keberlanjutan bisnis yang telah dijalankan oleh Bapak/Ibu, baik dalam segi lingkungan, sosial, dan ekonomi?
Jawab	:	Saya rasa, pastinya mendukung ya. Soalnya orang-orang sekarang sudah banyak yang mulai sadar terkait isu-isu lingkungan kan
Tanya	:	Bagaimana pendapatan usaha (arus kas masuk) bisnis bapak/ibu telah berkembang sejak awal dimulai hingga saat ini?
Jawab	:	Kalau secara nominal saya tidak tahu pastinya berapa ya. Saya rasa sudah banyak peningkatan dalam pendapatan usaha ini.
Tanya	:	Apakah terjadi peningkatan jumlah aset yang dimiliki Bapak/Ibu dari awal merintis hingga saat ini?
Jawab	:	Tentu saja sudah banyak menambah aset-aset yang ada disini. Misalnya peralatan dapur yang semakin lengkap, kursi-kursi, furniture baru. Pokoknya yang bisa menambah kenyamanan dari para konsumen saja.
Tanya	:	Bagaimana menurut Bapak/Ibu, apakah terdapat peningkatan kualitas produk yang ditawarkan pada konsumen?
Jawab	:	Kualitas sudah pasti ya, pokoknya apa saja yang meningkatkan kenyamanan konsumen, pasti akan terus ditingkatkan. Salah satu faktor utama adalah fokus kami pada pemilihan bahan baku. Disini selalu menggunakan bahan-bahan segar dan berkualitas
Tanya	:	Apakah ada pelanggan yang pernah mengeluh mengenai kualitas produk yang Bapak/Ibu tawarkan?
Jawab	:	Pernah, waktu itu mereka mengeluh karna pelayanan. Keluhan mereka terkait lamanya makanan yang mereka pesan, selesai dan dihidangkan kepada mereka. Itu menjadi pelajaran bagi kami, terutama saya pribadi, untuk kedepannya.

		Tapi yang paling penting bagaimana kita melihatnya sebagai pembelajaran itu tadi. Dari keluhan tadi juga lah bisa banyak inovasi-inovasi yang timbul
Tanya	:	Strategi bersaing seperti apa yang Bapak/Ibu terapkan dalam menjalankan dan mengelola bisnis rumah makan ini agar dapat memenangkan persaingan?
Jawab	:	Kurang tahu juga pastinya, tapi yang pasti, yang saya rasakan adalah ampalu raya ini selalu mengedepankan kekuatan yang ada didalam bisnisnya (internal)
Tanya	:	Apa saja keunggulan dari strategi bersaing yang Bapak/Ibu terapkan yang lebih baik daripada para pesaing?
Jawab	:	Keunggulan utama disini adalah fokus pada cita rasa dan pengalaman kuliner yang tercipta disini. Kami yakin bahwa kualitas rasa adalah faktor penentu yang membuat konsumen kembali ke rumah makan ini.
Tanya	:	Bagaimana Bapak/Ibu mengelola limbah dapur, seperti sisa makanan, minyak goreng bekas, kemasan makanan, dan lain-lain?
Jawab	:	Kalau untuk sisa makanan, sudah ada langganan peternak yang mengambilnya. Kalau sampah-sampah setiap hari dibuang biar bau busuknya tidak menyebar
Tanya	:	Bagaimana penerapan hemat energi pada bisnis yang Bapak/Ibu kelola?
Jawab	:	Penghematan energi saya rasa masih belum terlalu, karena kalau diadakan penghematan energi akan susah. Lantaran, energi ini yang sangat digunakan dalam bisnis sehari-hari. Namun, selalu diupayakan untuk bisa melakukan penghematan

Tanya	:	Apakah keberlanjutan lingkungan termasuk dalam strategi bisnis Bapak/Ibu?  Bagaimana Bapak/Ibu berkomunikasi dengan pelanggan dan karyawan lainnya tentang komitmen Bapak/Ibu terhadap keberlanjutan lingkungan?
Jawab	:	Saya rasa belum
Tanya	:	Bagaimana cara Bapak/Ibu menyediakan dan mengelola bahan baku makanan atau minuman untuk siap diolah dan disajikan kepada konsumen?
Jawab	:	Karena berkomitmen untuk menggunakan bahan baku yang segar, jadi, bahan baku digunakan hanya untuk hari itu saja. Untuk hari besok, akan dibeli lagi.
Tanya	:	Dari sudut pandang Bapak/Ibu, apa hubungan Strategic Agility yang dimiliki oleh pemilik/owner bisnis dengan keberlanjutan sebuah bisnis tersebut?
Jawab	:	Saya rasa berhubungan, sebab dengan adanya strategic agility lah bisnis bisa memiliki keberlanjutan.

