

## **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.