

# How Strategic Agility Impacts The Business Sustainability of The Next Generation Family Business: Case Study of Ampalu Raya Padang Restaurant

Muhammad Jahfal Baihaaqi<sup>1</sup>, Yuliharsi<sup>2</sup>, Laura Syahrul<sup>3</sup>

[jahfal.baihaaqi12@gmail.com](mailto:jahfal.baihaaqi12@gmail.com)<sup>1</sup>, [yuliharsi@eb.unand.ac.id](mailto:yuliharsi@eb.unand.ac.id)<sup>2</sup>, [laurasyahrul@eb.unand.ac.id](mailto:laurasyahrul@eb.unand.ac.id)<sup>3</sup>

Master of Management, Faculty of Economics & Business, Universitas Andalas, Indonesia<sup>1</sup>  
Faculty of Economics & Business, Universitas Andalas, Indonesia<sup>2,3</sup>

## Abstract

This research aims to investigate how strategic agility affects business sustainability in next-generation family businesses, with a focus on Ampalu Raya Restaurant in Padang. The method used is a qualitative approach, where data is collected through in-depth interviews with owners, and employees and secondary data analysis. The sample consisted of three informants representing owners and staff located in Padang City. The variables studied include strategic agility, business sustainability, and the factors influencing both. The main findings show that strategic agility, as measured by strategic sensitivity, resource fluidity, and leadership unity, contributes positively to business sustainability, as evidenced by increased revenue and product quality. The research also highlights the importance of integrating sustainability practices in succession planning. The implications of the findings show relevance to business policies and practices and open up opportunities for further research on the impact of digitalization and innovation in the family culinary sector.

**Keywords:** *Strategic Agility; Business Sustainability; Family Business; Succession Planning; Resource Management; Culinary Sector; MSMEs.*

 This work is licensed under a [Creative Commons Attribution 4.0 International License](https://creativecommons.org/licenses/by/4.0/).

## Pendahuluan

Padang City, the capital of West Sumatra Province, is recognized for its rich cultural and economic potential, particularly in the culinary sector. With a population of approximately 954,180 people, it stands as the most populous city in the province. The city has gained international acclaim for its culinary heritage, notably through dishes like rendang, which was voted as one of the world's most delicious foods by CNN Travel in 2017. This recognition highlights the importance of local cuisine in promoting cultural identity and tourism, making the culinary landscape in Padang a vibrant and essential part of its economy.

The culinary scene in Padang is characterized by a significant presence of Micro, Small, and Medium Enterprises (MSMEs), particularly family-owned businesses. These establishments play a crucial role in the local economy, contributing to job creation and preserving culinary traditions. Younger generations have increasingly favored dining out, particularly Millennials and Generation Z, who prefer convenience and variety in their food choices. This shift in consumer behavior has led to a surge in the number of restaurants in Padang, with the city housing 1,396 restaurant units as of 2023, reflecting the dynamic nature of the culinary industry.

Family businesses, which constitute a large portion of the MSME sector, face unique challenges, particularly in succession planning and adapting to changing market dynamics. The sustainability of these businesses is often tied to their ability to innovate and respond to consumer preferences. However, many young individuals show reluctance to

continue family businesses, often seeking alternative career paths. Faktor utama yang mendukung keberlanjutan bisnis keluarga adalah adanya warisan yang dapat diwariskan kepada generasi selanjutnya (Zapata-Cantu et al., 2023). Jika proses peralihan dan penggantian manajemen tidak berjalan dengan baik, hal ini berdampak negatif pada pertumbuhan dan kinerja perusahaan (Rahim et al., 2023). This trend underscores the need for effective succession planning and the integration of strategic agility to ensure long-term sustainability, allowing these businesses to thrive amidst competition and evolving consumer demands.

Strategic agility has emerged as a vital concept for businesses operating in volatile, uncertain, complex, and ambiguous (VUCA) environments. It encompasses anticipating market changes, responding swiftly, and adapting strategies accordingly. The Ampalu Raya Restaurant, established in 2009, serves as a case study for examining the impact of strategic agility on business sustainability. With a daily turnover of at least IDR 50 million and a workforce of over 20 employees, the restaurant has successfully navigated the challenges of the culinary industry in Padang. This research aims to explore how strategic agility influences the sustainability of next-generation family businesses, using Ampalu Raya Restaurant as a focal point, ultimately providing insights that can help family businesses leverage their unique strengths to thrive in a competitive landscape.

### **Business Sustainability**

The phrase "Sustainable Development" was first used in The Limits of Growth report in 1972 and then repeated in the 1987 Brundtland Report, which defined sustainability as the ability to meet the needs of the present without compromising the ability of future generations (Ikerd, 2024; Yusoff et al., 2019). In the business context, Elkington (1994) introduced the concept of the triple bottom line (TBL), which includes three aspects: economic (Profit), social (People), and environmental (Planet).

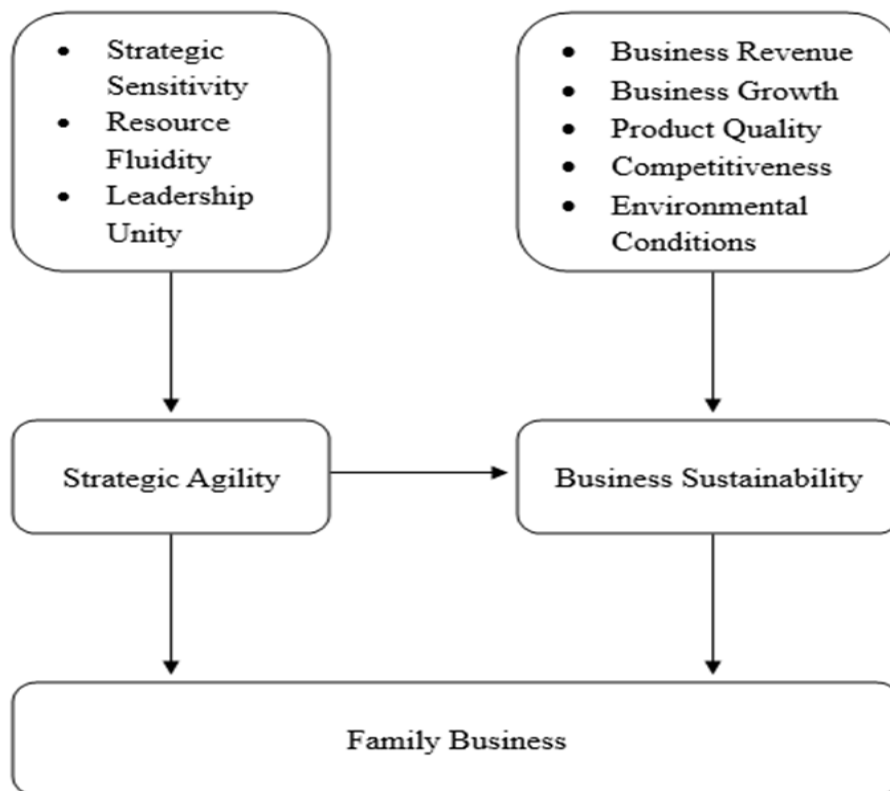
Business sustainability is a commitment to practices that consider social, environmental, and economic impacts (Al-Abbadi & Abu Rumman, 2023). Sustainable companies not only focus on financial returns, but also contribute to environmental preservation and community welfare (Yusoff et al., 2019). In a dynamic market, companies need to analyze internal and external environments to meet consumer expectations (Hanaysha et al., 2022). The benefits of sustainability practices include increased revenue, product quality, better brand image, and cost savings (Hanaysha et al., 2022). Parameters for measuring business sustainability include revenue, growth, product quality, competitiveness, and environmental conditions (Yanti et al., 2018).

### **Strategic Agility**

Strategic agility has been an important topic in business and academia since it was introduced by a group of academics from the Iacocca Institute, Lehigh University, in 1991. The concept emphasizes a firm's ability to adapt and respond quickly to market changes (Al Shawabkeh, 2024). Strategic agility involves an organization's ability to predict, act, and react to internal strengths and weaknesses, as well as external opportunities and threats (Al Shawabkeh, 2024; Shams et al., 2021).

Strategic agility is governed by three key capabilities: resource fluidity, strategic sensitivity, and leadership unity (Y. L. Doz & Kosonen, 2010). Strategic sensitivity includes understanding the environment and responding to change (Hamed & Fisal, 2022). Resource fluidity is the ability to change configurations and distribute resources quickly (Y. L. Doz & Kosonen, 2010). Meanwhile, leadership unity enables management teams to make important decisions quickly and collaboratively (Reed, 2021). Strategic agility allows companies to respond to market changes and evaluate opportunities before competitors (Ürü et al., 2024). Therefore, strategic agility planning is essential for organizational progress (Clauss et al., 2021).

## Research Framework



## Research Methods

This research uses a qualitative approach with descriptive methods and comparative studies, which were chosen to focus on the description of phenomena directly on the object of research. The research object is Ampalu Raya Padang Restaurant in Padang City, which is a family business with more than 10 years of experience and more than 20 employees. The research process is conducted inductively, where findings in the field will be developed into hypotheses or theories. Data collection techniques were conducted through in-depth interviews with owners and employees, which were recorded to ensure the accuracy of the information, as well as using secondary data from literature such as journals, books, and websites. To analyze the qualitative data obtained, researchers used NVivo 14 software, which helps in identifying emerging themes and patterns. Data analysis was carried out with a descriptive qualitative approach through an ongoing interactive process until the data reached saturation. There are three stages in data analysis, namely: (1) data coding by assigning codes or labels based on emerging themes; (2) data structure presentation by organizing the coded data in the form of matrices, diagrams, or narratives; and (3) conclusion drawing or verification by interpreting the data. In addition, the researcher also applied content analysis to analyze the interview data, which involves classifying communication signs based on certain criteria and using analysis methods to make estimations. With this approach, it is hoped that the research can provide a deep insight into the dynamics and challenges faced by Rumah Makan Padang Ampalu Raya.

**Tabel 1. Operational Definition of Construct**

Construct	Indicator	Major Reference
Strategic Agility	Strategic Sensitivity	(Khaled Al Shawabkeh, 2024; Doz, Y. L., & Kosonen, M., 2010)
	Resource Fluidity	
	Leadership Unitty	
Business Sustainability	Business Income	(Yusmazida Mohd Yusoff et al., 2019; Yanti, V. A et al., 2018)
	Business Growth	
	Product Quality	
	Competitiveness	
	Environmental Conditions	

## Result and Discussion

### Research Result

In this review, the researcher discusses the results of research conducted through interviews with the owners and employees of Rumah Makan Ampalu Raya to gather information about experiences, views, and practices in running a business. The data obtained was analyzed to understand the components that play a role in the formation of Strategic Agility, important for business sustainability. Interviews generated information on marketing strategies, human resource management, and product and service innovation, which were then processed using NVivo 14 to identify emerging themes and patterns, providing a clear picture of the restaurant's operational dynamics.



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

*Source: Word processing results using NVivo, 2025*

Data analysis using NVivo 14 shows that informants in the interviews tend to use the word "consumers" a lot. This indicates that their main focus is to understand the needs and preferences of consumers in every aspect of restaurant operations.

**Table 2. 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

**Table 3. The theme of Factors Affecting the Strategic Agility of the Next Generation of Restaurants in the Formation of Business Sustainability**

Parameter	Tema Khusus
<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

*Source: Word processing results using NVivo, 2025*

For qualitative research, data from interviews, observations, interpretation of texts, and more. It is condensed or summarized into a short resume or summary that is important to report. These important findings may be presented in descriptive tables for ease of reading. Quotes or extracts from interviews, observations, texts, etc. that contain answers to the research questions are presented in the discussion as authentic evidence. Interpretation of results should only be included in this section if the research requires a combination of findings and analysis in one section.

## Discussion

### **Ampalu Raya: Running a Culinary Business with Agility and Sustainability**

Behind its popularity, Rumah Makan Ampalu Raya has unique challenges in the competitive world of culinary business. Adinul Akmal, one of the employees of Rumah Makan Ampalu Raya, explains these challenges in more detail. "One of the challenges we face is how we can adjust to changing customer preferences and evolving culinary trends. We must remain innovative and responsive in presenting menus and services in order to

continue to attract customers." Despite the challenges, Ampalu Raya Restaurant remains committed to running its business with agility and sustainability. "In running this business, we must always focus on agility, which is the ability to adapt quickly to changes that occur in the market. We are also committed to running the business in a sustainable manner, by paying attention to environmental and social aspects in each of our operational activities," explained Adinul Akmal.

Adinul Akmal also explained about the strategies applied by Rumah Makan Ampalu Raya in maintaining its excellence. "We always focus on taste quality and try to provide a unique culinary experience for our customers. We also pay a lot of attention to hygiene and run an organized waste management system." Besides internal strategies, Ampalu Raya Restaurant also realizes the importance of collaboration with other parties in maintaining its business sustainability. "We always try to build good relationships with customers and other parties with an interest in our business. Good collaboration will help us to synergize and achieve common goals," said Adinul Akmal.

### **Ampalu Raya Restaurant: Strategies in Managing Resources**

Ampalu Raya Restaurant implements a strategy that focuses on efficient and effective resource management. In this context, human resource management is one of the important aspects to be considered. "We believe that employees are the most important asset in this business. Therefore, we strive to provide continuous training and development so that they can provide the best service to customers," said Adinul Akmal. In addition, Ampalu Raya Restaurant also utilizes technology to improve operational efficiency. "We have implemented an integrated online ordering and inventory management system. This helps us in reducing wastage and ensuring that we always have enough raw materials to meet customer demand," he adds. In terms of marketing, Rumah Makan Ampalu Raya uses a creative approach to attract new customers. "We are active on social media and often hold attractive promotions to attract customers. We also rely on positive reviews from existing customers to build our reputation," explains Adinul Akmal.

### **Relationship between Research Results and Management Theory**

The results showed that Ampalu Raya Restaurant successfully applied good management principles in its operations. This is in line with management theory which emphasizes the importance of adaptation and innovation in the face of market changes. The research also shows that collaboration and good communication between employees and management contribute to business success. In this context, this study supports previous theories that state that business success is not only determined by the products offered, but also by how the business is managed and how relationships with customers and other stakeholders are built.

## **Conclusion and Suggestions**

This research explores the influence of strategic agility on business sustainability of Ampalu Raya Restaurant in Padang. The research findings show that strategic agility plays an important role in maintaining the sustainability of family businesses, especially in the highly dynamic restaurant industry. Ampalu Raya Restaurant has successfully implemented three key elements of strategic agility: strategic sensitivity, resource fluidity, and leadership unity. Management's ability to monitor changes in consumer preferences and market trends allows them to innovate according to consumer desires. Meanwhile, resource fluidity is seen in the efficient management of raw materials and labor, as well as the active participation of employees in creating a productive work 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.

This research has both scientific and practical value. From a scientific perspective, this



study reveals the close relationship between strategic agility and business sustainability in the family restaurant industry. This opens up opportunities for further research on strategic agility and how its elements can be applied in other business contexts. This research also has practical value for businesses in the culinary field, especially family restaurants. The research findings show that by applying the principles of strategic agility, businesses can increase revenue and steady growth, as well as maintain high product quality. Proper strategy implementation, efficient resource management, and solid teamwork are the keys to success.

This research has several limitations. First, the scope of this research only focuses on one case of Ampalu Raya Restaurant, so the generalization of the research results needs to be considered carefully. Second, this research does not discuss in depth about succession planning and the integration of sustainability practices in family businesses. Further research can focus on these two aspects. Third, this study did not explore aspects of digital transformation and innovation in the family restaurant industry. Future research can examine how strategic agility can be applied in the context of digital transformation and how family restaurants can continue to innovate to face competition in the digital era.

## Reference

- Al-Abbadi, L. H., & Abu Rumman, A. R. (2023). Sustainable performance based on entrepreneurship, innovation, and green HRM in e-Business Firms. *Cogent Business and Management*, 10(1). <https://doi.org/10.1080/23311975.2023.2189998>
- Al Shawabkeh, K. (2024). The impact of strategic agility on sustainable competitive advantage: The mediating role of strategic renewal at Jordanian telecommunication companies. *Problems and Perspectives in Management*, 22(1), 446–461. [https://doi.org/10.21511/ppm.22\(1\).2024.36](https://doi.org/10.21511/ppm.22(1).2024.36)
- Clauss, T., Abebe, M., Tangpong, C., & Hock, M. (2021). Strategic Agility, Business Model Innovation, and Firm Performance: An Empirical Investigation. *IEEE Transactions on Engineering Management*, 68(3), 767–784. <https://doi.org/10.1109/TEM.2019.2910381>
- Doz, Y. L., & Kosonen, M. (2010). Embedding strategic agility: A leadership agenda for accelerating business model renewal. *Long Range Planning*, 43(2–3), 370–382. <https://doi.org/10.1016/j.lrp.2009.07.006>
- Elkington, J. (2004). *Enter the Triple Bottom Line*.
- Hamed, S. A., & Fisal, M. Z. (2022). Strategic Agility and its Impact on Strategic Recovery. *Social Science Journal*, 12, 5643–5666. <https://www.researchgate.net/publication/361940978>
- Hanaysha, J. R., Al-Shaikh, M. E., Joghee, S., & Alzoubi, H. M. (2022a). Impact of Innovation Capabilities on Business Sustainability in Small and Medium Enterprises. *FIIIB Business Review*, 11(1), 67–78. <https://doi.org/10.1177/23197145211042232>
- Ikerd, J. (2024). Business Management for Sustainability. *Sustainability (Switzerland)*, 16(9). <https://doi.org/10.3390/su16093714>
- Rahim, R., Desyetti, Husni, T., Anggraini, P., & Ryswaldi, R. (2023). *Kemampuan Bertahan dan Keberlanjutan Perusahaan Keluarga*.



- Reed, J. (2021). Strategic Agility in the SME: Use it before you lose it. *Journal of Small Business Strategy*, 31(03), 33–46.
- Shams, R., Vrontis, D., Belyaeva, Z., Ferraris, A., & Czinkota, M. R. (2021). Strategic agility in international business: A conceptual framework for "agile" multinationals. *Journal of International Management*, 27(1). <https://doi.org/10.1016/j.intman.2020.100737>
- ÜrÜ, F. O., Gözükar, E., & Ünsal, A. A. (2024). Organizational Ambidexterity, Digital Transformation, and Strategic Agility for Gaining Competitive Advantage in SMEs. *Sosyal Mucit Academic Review*, 5(1), 1–23. <https://doi.org/10.54733/smar.1386357>
- Yanti, V. A., Amanah, S., Muldjono, P., & Asngari, P. (2018). Faktor Yang Mempengaruhi Keberlanjutan Usaha Mikro Kecil Menengah Di Bandung Dan Bogor. *Jurnal Pengkajian Dan Pengembangan Teknologi Pertanian*, 20, 137–148.
- Yusoff, Y. M., Omar, M. K., Kamarul Zaman, M. D., & Samad, S. (2019). Do all elements of green intellectual capital contribute toward business sustainability? Evidence from the Malaysian context using the Partial Least Squares method. *Journal of Cleaner Production*, 234, 626–637. <https://doi.org/10.1016/j.jclepro.2019.06.153>
- Zapata-Cantu, L., Sanguino, R., Barroso, A., & Nicola-Gavrilă, L. (2023). Family Business Adapting a New Digital-Based Economy: Opportunities and Challenges for Future Research. *Journal of the Knowledge Economy*, 14(1), 408–425. <https://doi.org/10.1007/s13132-021-00871-1>