

Implementation Of Strategic Agility Planning At Nafalu Kopi Gondanglegi: A Micro Business In Malang Regency East Java Indonesia

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Abstract. This study aims to examine the application of Strategic Agility Planning in Nafalu Kopi, a micro business located in Gondanglegi, Malang Regency, East Java, Indonesia. Using a qualitative approach through case studies, this research focuses on evaluating the implementation of strategic agile planning in the context of microbusiness. The selection of Nafalu Kopi as the subject of research was based on its uniqueness and potential as a micro enterprise in the region. This study tries to reveal how Nafalu Kopi applies the principles of strategic agility in its business operations, looking at aspects such as adaptation to market changes, innovation in service, and flexibility in business strategy. This research is expected to provide insight into best practices and challenges in implementing strategic agility planning in the micro enterprise sector. The results of this study intend to provide strategic recommendations for the development of similar micro enterprises, as well as contribute to the academic literature on the application of agile business strategies in the micro business environment.

Keywords: Strategic Agility Planning, Strategic Agility, MSMEs

INTRODUCTION

Micro, Small and Medium Enterprises (MSMEs) have an important and strategic role for the country's economic growth, whether developing or developed countries. MSMEs are the economic sector that has the best resilience during the economic crisis (Arizqi, 2023). In an era marked by rapid change and uncertainty, MSMEs, where micro-enterprises are one form of business, face increasingly complex challenges in carrying out their business operations. In this context, the concept of Strategic Agility Planning becomes critical, enabling organizations to adapt, innovate, and be responsive to changing market dynamics. An Associate Professor at the Faculty of Social Sciences and Economics, Alzahra University, Tehran, Iran combines field interviews with literature review, to develop a theoretical link between the strategic agility of Korean small and medium enterprises (SMEs) and its underlying dimensions Majid Nejatian et.al (2019). Nafalu Kopi, a micro-enterprise in Gondanglegi, Malang Regency, is a real example of this adaptation effort. Coffee businesses that grow in a competitive environment require a flexible and dynamic strategic approach to survive and thrive. This study aims to understand the extent to which Nafalu Kopi has adopted and applied the principles of Strategic Agility in its operations.

Strategic Agility Planning is a management concept that focuses on developing an organization's ability to adapt quickly and effectively to changing business environments. It involves three main components: strategic agility, portfolio agility, and operational agility. Strategic Agility (SA) deals with the ability to respond quickly to changing situations as demonstrated by business organizations. An organization's ability to have foresight in spotting trends and forecasting the future in order to respond appropriately defines the organization's SA (Gerald et al., 2020). Strategic agility relates to an organization's ability to capture market opportunities and implement new strategies quickly. Portfolio agility refers to the ability to balance and adjust investments and projects. Operational agility focuses on flexibility in organizational processes and structures.

Strategic Agility Planning is not only limited to theory or application in large companies, but is also very relevant for micro-enterprises. This practice involves the ability to quickly identify opportunities and threats, efficiency in resource allocation, and the ability to innovate on an ongoing basis. Strategic agility is a new concept in strategy management that integrates elements of agility, such as flexibility and speed, into business strategy planning. Companies with strategic agility have the ability to adapt quickly through strong sensitivity to strategic developments, the ability to make decisive and quick decisions, and agility in reallocating resources. Therefore, strategic agility is identified as an essential dynamic capability, which allows a company to reimagine its resources and ability to respond quickly to dynamic environmental changes (Reed, 2011).

At the microenterprise level, this can mean the ability to tailor product offerings, take advantage of new technologies, or respond quickly to changing consumer preferences. Strategic agility is not only necessary for large corporate enterprises, but also for small and medium-sized enterprises as long as they are required to be adaptive to the environment (Widjajani & Nurjaman, 2020). However, there are gaps in the literature regarding the practical application and effectiveness of this strategy to micro-enterprises, particularly in the context of the Indonesian market, as represented by Nafalu Kopi. The gap in the literature on the application of strategic agility in micro-enterprises in Indonesia, such as Nafalu Kopi, lies primarily in the lack of research that focuses on the unique context of small business. Many studies are oriented towards large companies, leaving unfilled knowledge space on how micro-enterprises with more limited resources can implement and benefit from agility strategies. In addition, there is a lack of understanding of how local economic factors, culture, and consumer behavior in Indonesia affect the effectiveness of these strategies at the micro scale. The gap

can also be due to that, in the world of business research, agility is a relatively new terminology and its meaning varies depending on the specifics of the research area (Shin et al., 2015)

The implementation of Strategic Agility Planning has the potential to have a significant impact on the success of micro businesses. As a result of research that shows that the application of strategic agility planning can increase readiness to change and can also create workforce transformation in MSMEs in West Papua Province (Arizqi, 2023). Over the past few decades, Small and Medium Enterprises (SMEs) have been considered an important and decisive factor in increasing gross domestic product, which generally contributes to global economic growth, due to its strength and direct impact on economic and industrial activities, as well as its vital role in sustainable development (Ebrahim Seyadi & Elali, 2021). Furthermore, that the application of Strategic Agility Planning in micro-enterprises enables continuous innovation, creates added value for customers and differentiates the business from competitors. Furthermore, the implementation of this strategy can optimize resources, improve operational efficiency and business sustainability. The results of the study, expected to identify how the implementation of Strategic Agility Planning can concretely affect the performance and competitiveness of Nafalu Kopi, provide valuable insights for similar micro-enterprises in facing current market dynamics.

Strong strategic commitment can help companies gain momentum toward ambitious goals. Paradoxically, this can cause companies to develop inertia or mistakes when there is a technological disruption, changing market conditions, or an unexpected competitor. According to Vecchiato, (2015) Strategic agility is a meta-capability that not only involves allocating sufficient resources for development and deployment, but also staying agile by balancing dynamic capabilities over time. This balancing act is critical as companies face heterogeneity and unpredictable changes. The event is basically unprecedented because all this time the company operates in an established and growing market (Subhi Idris and AL-Rubaie, 2013). Organizations to shape and change the environment and adapt to its environment. Thus organizational performance cannot be separated from the people who shape it through strategic sensitivity (De Diego Ruiz et al., 2023).

Nafalu Kopi was established starting from the vent of a friend of the founder in the Gunung Kawi area, Malang who had difficulty in marketing his coffee harvest. To help, the founder of Nafalu Kopi contacted various large stores in Kepanjen, Gondang Legi, and Dampit. In one of the shops in Gondang Legi, the shop owner gave a lot of input about the types of coffee. In addition, valuable experience was also gained from interactions with coffee collectors in Dampit, local coffee farmers, and visits to the largest coffee company in Dampit.

From this experience, the founder of Nafalu Kopi learned about various aspects of the coffee business, ranging from good coffee sorting, marketing strategies, to how to ship coffee to Jakarta and outside Java. Nafalu Coffee based on applicable laws in Indonesia is included in micro businesses with annual sales of at most Rp300,000,000.00 (three hundred million rupiah) (Law of the Republic of Indonesia Number 20 Year, 2008). In different parts of the world, the definition of Small and Medium Enterprises (SMEs) varies, depending on whether the view comes from a developing country or a developed country. In countries such as the United Kingdom and Canada, SMEs are usually considered to include companies with fewer than 200 employees, while in most countries in Sub-Sahara, the number of employees ranges from 50 to 100 (OCHARO, 2021)

Although it offers many advantages, implementing Strategic Agility Planning also faces challenges. One of the main challenges is resistance to change, which often occurs in organizations that have long operated in a certain way. One expert stated that change continuous and unpredictable ones can burden companies to breaking point, leaving them vulnerable and easier to fail, and SMEs are known to be highly vulnerable (Ismail et al., 2011). Other challenges include difficulties in assessing and responding quickly to market changes, as well as challenges in balancing short-term needs with long-term strategies. Micro-enterprises such as Nafalu Kopi may also face resource constraints in implementing this strategy effectively. The ability of business owners and managers to think of strategies in the midst of crisis situations is an important element to survive in the long term for an organization. However, nowadays there is still rarely an effective guide on how to do this. To maintain resilience during times of crisis, an organization needs to overcome a number of paradoxes, which include: (1) having leaders who are able to provide inspiration and direction with realism about current conditions, (2) creating an organizational culture that values structured planning while encouraging innovation, (3) formulates and makes decisions carefully and organized, while remaining responsive and courageous, and (4) building teams that are able to capture patterns and unify information to cope with chaos, while staying sensitive to small changes as the situation evolves (Vargo & Seville, 2011)

The main advantages of Strategic Agility Planning include increased adaptive capacity, increased innovation, and better responsiveness to market changes. However, the drawbacks of this approach include potential flaws in strategic consistency and the risk of making rash decisions without in-depth analysis. In addition, the need for continued investment in skills and technology development can be a burden for micro-enterprises. However, it needs to be well understood that the results of research, in the face of increasing complexity in the business

world, SMEs are required to maximize the use of information technology, their capabilities, and competencies to drive growth and remain competitive in the business arena. Important efforts that must be adopted by SMEs in today's digital era include adaptation to business agility, which will help in quick decision making, facilitate communication, and quickly respond to changes that occur in the business environment (Joseph et al., 2023). Strategic agility is critical to the survival and sustainability of any organization operating in an uncertain and ambiguous environment. Many researchers argue that the flexible ability to adapt to technological disruption and implement strategies promptly, has a positive impact on organizational performance (Palanisamy et al., 2022).

Experts in strategic management affirm the importance of Strategic Agility Planning in today's dynamic business environment. They argue that organizations that can adapt quickly and efficiently will have a significant competitive advantage. Long-term success depends on an organization's ability to integrate innovative thinking with rapid execution. The ability of the organization to anticipate, predict, and forecast trends and events in the business environment and respond with proactive and constructive actions to internal weaknesses or external opportunities and threats affecting the organization. Strategic agility can be viewed as a "foundation" that helps companies to prepare effectively with the goal of adjusting and responding successfully through preferred strategies to environmental pressures using strategic sensitivity and collective capabilities (Tende & Ekanem, 2018). The focus of strategic agility is to achieve SME growth in a highly competitive and unpredictable environment by understanding the ever-changing needs and expectations of the market (Gajere, Beetseh, 2023). However, it suggested the need for a balanced approach, avoiding too much focus on flexibility thus neglecting the importance of strategic stability and consistency. This approach, according to experts, is particularly relevant for micro-enterprises like Nafalu Kopi that operate in highly competitive and fickle markets.

Overall, the results show the positive impact of Strategic Agility Planning on various aspects of business operations. The study highlights the virtues of speed, flexibility, and innovation as key foundations of agility. Especially for micro-enterprises such as Nafalu Kopi, research findings indicate a significant increase in responsiveness to the market, the ability to adapt to changing situations, and the ability to create added value for customers. In addition, this study also highlights improved operational efficiency and more optimal resource management, vital factors to maintain the continuity of micro-enterprises in a competitive market.

THEORETICAL

The theoretical overview outlined in this study comes from a number of relevant previous studies, as the basis for the theoretical framework, determination, and analysis of the study as follows

MSMEs in Indonesia

Micro, Small and Medium Enterprises (MSMEs) in Indonesia play an important role in showcasing the country's economic diversity. Recently, there has been an increase in the number of MSMEs that have not only penetrated various sectors, but also spread throughout the country. Law No. 20 of 2008 strengthens the position of MSMEs as the backbone of the national economy, recognizing their significant contribution to Gross Domestic Product (GDP) and job creation. The growth of MSMEs in Indonesia is a testament to the successful diversification of business sectors, with a strong presence in manufacturing, trade, services, and other fields. This trend shows the ability of MSMEs to adapt to changing market demands. However, in addition to these achievements, MSMEs face various challenges. One of the main obstacles is the difficulty in accessing adequate financing, where complicated loan application processes and strict requirements are obstacles, especially for newly developing MSMEs.

According to Ogheneogaga Irikefe & Isaac Opusunju (2021), and Rosyadah et al. (2022), the adoption of innovation is still limited among MSMEs. In addition, financial literacy and managerial skills are in the spotlight, as many MSMEs have difficulty in understanding and managing various aspects of business management, including finance, marketing, and operational planning. On the other hand, MSMEs play a strategic role in Indonesia, especially in remote areas. They not only create jobs, but also boost the local economy by increasing people's incomes and empowering economic development at the local level (Amri et al., 2021; Kilay et al., 2022; Syaifullah et al., 2021). Beyond economic contribution, MSMEs are also recognized for their role in sustainable development. Improving the performance of MSMEs is expected to support inclusive and sustainable economic growth, which includes economic, social, and environmental aspects.

In this context, the implementation of Strategic Agility Planning is important for MSMEs. Agile strategic planning allows MSMEs to quickly adapt to market and technological changes, while maintaining focus on their long-term goals. Using this approach, MSMEs can identify new opportunities, respond quickly to challenges, and optimize available resources. It assists them in overcoming barriers such as access to financing, adopting innovation, and improving managerial skills. Thus, Strategic Agility Planning not only increases the resilience

of MSMEs in the face of uncertainty, but also paves the way for sustainable growth and achievement of broader economic goals in Indonesia.

Understanding the dynamic conditions of MSMEs and the challenges faced is very important. Support and guidance from governments, financial institutions, and other stakeholders is urgently needed. Such assistance is important to ensure the sustainability and resilience of the MSME sector, empowering them to continue to play an important role in supporting Indonesia's economic growth and overall prosperity.

Strategic Agility Planning

The success of a business often depends on the strategy executed by the company or organization. In the current era of globalization, companies are required to formulate agile strategies in order to compete through innovation. Strategic agility is identified through leveraging new ideas from customers who take part in the product innovation and development process. In this context, the customer plays the role of a user who tests the products and services offered by the company. Meanwhile, strategic agility planning relates to a company's ability to engage the voice of the customer in identifying market opportunities and competitive strategies. Strategic agility plans reflect a company's capacity to quickly redesign business processes as needed to capitalize on new opportunities (Alon et al., 2017).

In the world of organizations and companies *Strategic Agility Planning* It is needed for the survivability and efficient performance of the organization in proportion to the use of its fulfillment depending on a need. Agility is a characteristic that allows organizations to grow and develop dynamically and in an unpredictable environment. Initially, the agility model was developed on a manufacturing strategy with the term agile manufacturing. Al-Zubi, (2016) argues that Strategic Agility Planning is a new concept in manufacturing aimed at increasing the company's competitiveness. Strategic agility means organizations can take quick, decisive, and effective action to anticipate, and capitalize on, change (Atkinson et al., 2022)

It also sets standards for accuracy and cost efficiency that enable business operations to take place more flexibly and quickly (Sambamurthy et al., 2003). Thus, strategic agility planning becomes a key factor in organizational development. It is also based on initiatives to build efficient networks through effective manufacturing, logistics, or customer support resources (Weill et al., 2002);(Sambamurthy et al., 2003). In conclusion, strategic agility planning views customers as a source of innovative ideas, market opportunities, and competitive strategies, assisting companies in redesigning businesses quickly and efficiently, and building networks that utilize resources effectively. This study measures strategic agility planning variables with dimensions such as customer agility, operations, partnerships,

collective commitment, SWOT matrix, and resource fluidity (Vagnoni & Khoddami, 2016); (Vásquez Rojas et al., 2018). According to the study of Vagnoni & Khoddami (2016), strategic agility planning affects competitive activities, including in the context of digital business.

If the operating system is at the expected level of productivity, then it should be applied to all functions. When companies are going to use agility as a model to put efficiency in the short term, it's more important to capture and capitalize on opportunities where they have the potential to thrive in the coming years. The first challenge of strategic agility is to explore all decision alternatives and the second challenge is to move from comfort zone to uncomfortable zone (Van Ruler, 2021). Many elements contribute to a company's agility strategy including customer base, brand, core competencies, employee ability to change, and infrastructure. In addition, agility strategies are able to improve the company's operational efficiency to turn investments into providing the right products, at the right price, and available everywhere. Strategic agility has become a contradiction in real life and is difficult for corporate leaders and executive teams to resolve using traditional thinking (Nurjaman et al., 2021).

To conclude, the concept of strategic agility planning has proven to be an important aspect in improving organizational performance and competitiveness in the modern era. This approach not only allows companies to adapt quickly and efficiently to market changes, but also encourages innovation through collaboration with customers and utilizing effective networks. By emphasizing aspects such as customer agility, operations, partnerships, and collective commitment, strategic agility planning paves the way for organizations to capitalize more effectively on new opportunities, while maintaining their relevance in an ever-changing business environment. Through wise utilization of resources and technology, organizations can build a strong foundation for sustainable growth and success in the long run. Studies such as those conducted by Vagnoni & Khoddami (2016) and Vásquez Rojas et al. (2018) underscore the importance of strategic agility planning in the face of contemporary competitive challenges, especially in the context of evolving business digitalization.

MSME Performance

The performance of Micro, Small and Medium Enterprises MSMEs in Indonesia involves a series of aspects that reflect their resilience, efficiency, and positive impact on the economy and society. Business growth is one of the main indicators, measured through increased sales, market expansion, and overall business development. In addition, productivity is also a focus, with monitoring output per hour worked and operational efficiency (Anthanasiou Fomum & Opperman, 2023; Aritonang et al., 2023; Singh, 2019).

The ability of MSMEs to innovate and differentiate themselves from competitors is reflected in product creativity, the application of new technologies, and unique marketing strategies. Operational efficiency, including stock and supply chain management, is also an important element in evaluating performance. Competitiveness in the market is measured through monitoring price, product quality, and position in the market (N. T. P. Sari & Kusumawati, 2022; Wibowo & Christian Widayat, 2023). In addition, MSMEs are also assessed from the perspective of legal compliance and social responsibility. This includes compliance audits, environmental policies, and involvement in social or community activities. Furthermore, the performance of MSMEs is not only viewed in terms of finance, but also from their impact on the local ecosystem. Contribution to job creation, participation in local development programs, and support for local communities are equally important parameters.

METHODS

This research adopts the case study method to dig deeper into strategic agility planning in business. The case study approach was chosen for its ability to provide in-depth analysis of specific variables and dimensions in a real context. In this study, the main variable measured was strategic agility planning, focusing on dimensions such as customer agility, operations, partnerships, collective commitment, SWOT matrix, and resource fluidity (Arizqi, 2023). This case study explores how these variables are applied and interact in a real business environment. Data collection methods include in-depth interviews, direct observation, and document analysis. Respondents in this study were selected based on certain criteria to ensure that they had knowledge and experience relevant to the research topic.

Furthermore, this study used a qualitative approach to analyze the collected data. Qualitative analysis allows researchers to interpret data in depth and uncover the meaning behind the interaction of different dimensions of strategic agility planning. This case study specifically focuses on how strategic agility planning affects competitive activities in the context of digital business, according to findings revealed by Vagnoni & Khoddami (2016) and Vásquez Rojas et al. (2018). This analysis involves categorizing themes, identifying patterns, and an in-depth understanding of how strategic agility planning can be effectively implemented in business. The study aims to provide insights that can be used by business practitioners to improve strategic agility and competitive performance in the digital age.

RESULTS AND DISCUSSION

Result

The results show that agility in adapting products or services to dynamic customer preferences is a crucial aspect for business success. Effective businesses in this regard usually conduct careful market research and conceptual tests before starting the production process, allowing them to understand the interests and needs of potential customers. Delivering a product or service tester to the community and actively listening to their feedback is key in this process. Response to customer feedback is done quickly and efficiently, through evaluation and improvement based on suggestions received. This not only improves the quality of the product or service, but also encourages innovation and business growth. The collection of feedback through customer testimonials and proactive reactions to constructive feedback proves the commitment of the business to continue to grow in line with market expectations.

Furthermore, operational agility in improving business efficiency at Nafalu Kopi, are the steps taken to achieve this including intensive employee training, aimed at improving their understanding of time management and production processes. With adequate training, employees become more efficient, allowing production to run smoothly and meet set targets. In addition, doing stock-taking regularly every month is an important practice. This activity helps in monitoring the flow of raw materials from start to finish, maintaining stock security, and ensuring smooth operations. In the face of challenges that arise suddenly, financial statements play a vital role. These reports not only reflect the current state of the business, but also form the basis for strategic decision making. With accurate financial statements, businesses can set and realize short, medium, and long-term goals more effectively. In addition, setting aside a portion of profits as an emergency fund helps in overcoming unexpected situations, ensuring the continuity and stability of business operations.

This research reveals how agility in partnerships contributes significantly to improving business performance. In selecting and collaborating with business partners or suppliers, the role of the company profile becomes very important. This profile not only provides an overview of the venture, but also increases the confidence of potential investors or partners. When meeting with potential investors, presenting a company profile can effectively convince them of the potential for mutual benefits. This makes it easier to attract investment and build mutually beneficial partnerships.

In addition, this case study research also highlights the importance of cooperation with partners in overcoming business challenges. This collaboration is not only limited to improving business performance, but also includes the development of Human Resources (HR) and

network expansion. For example, the ongoing collaboration with STIE Indonesia Malang (STIEMA) and the opportunity to become an entrepreneurial mentor at Brawijaya University Malang show how partnerships can help overcome various business challenges. The key to successful cooperation is mutual respect, providing constructive feedback, and maintaining honesty and a positive attitude. This proves that effective collaboration not only improves business performance, but also opens up new opportunities and strengthens the position of the business in a competitive market.

The results of an interview with founder Nafalu Kopi show that building collective commitment in the team is a process that requires strategy and dedication. To ensure that each team member is committed to a common goal, the first step is to establish clear Standard Operating Procedures (SOPs) before initiating commitments. This is accompanied by the provision of short periods of time to allow team members to get to know each other better, followed by a written agreement explaining the rules and system of cooperation. In terms of encouraging active involvement and participation from all team members, the approach adopted is to set an example through actions, behaviors, and attitudes, not just through words. By setting a good example and doing the job effectively, team members are inspired to participate actively without feeling forced. This approach creates a working atmosphere based on sincerity, which ultimately has a positive impact on the cohesiveness and effectiveness of the team as a whole.

In interviews, the use of SWOT analysis for strategic planning of Kopi Nafalu business provided in-depth insights. The 'Strength' aspect of the business includes reasonably priced products, attractive packaging with a wide range of flavours, and premium quality produced through a meticulous sorting process. This business has also fulfilled various licenses such as risk-based NIB, P-IRT, HALAL, and MERK. On the other hand, the 'weaknesses' faced include suboptimal promotional facilities, fierce competition with many competitors, and rising raw material prices. The identified 'opportunities' include the development of innovative coffee-based products, building relationships with new and existing customers, expansion by opening branches in the city center, and export opportunities. However, there are also 'Threats' such as the rapid growth of other coffee business actors and the instability of raw material prices. The results of this SWOT analysis are helpful in making strategic decisions, enabling businesses to design effective sales strategies, both offline and online, as well as in identifying areas that require special attention to improve business growth and sustainability.

In the interview, it was emphasized the importance of flexible and responsive resource management to market dynamics in business. Finance, labor, and materials are key elements that are carefully managed. Making accurate and regular financial statements is the foundation for managing these resources, providing a clear picture of business health and performance. These financial statements not only reflect the current condition of the business, but also become an important tool for strategic decision making, allowing the allocation of funds for emergency savings. As a specific example, when there is an increase in orders resulting in a labor shortage, flexibility in resource management allows businesses to recruit new labor. It not only responds to evolving business needs but also provides economic benefits to the surrounding community. This approach demonstrates how resource flexibility can be a vital tool for overcoming challenges and capitalizing on emerging opportunities, keeping businesses resilient and adaptive in an ever-changing market environment.

Discussion

In the discussion section of this interview, we see how various elements of business agility play an important role in the success and sustainability of Kopi Nafalu's business. First, we explore the importance of customer agility in understanding and customizing a product or service according to changing customer needs and preferences. Market research and conceptual tests conducted before production, as well as quick response to customer feedback, are key factors in maintaining product quality and relevance. This shows that the ability to adapt and innovate based on customer preferences is an important foundation for business growth.

Furthermore, the operational agility of Kopi Nafalu is reflected in the efficiency and adaptability of their internal processes. Employee training, monthly stock monitoring, and effective financial management demonstrate how companies adapt to operational challenges and seize opportunities to improve efficiency. These steps are important in ensuring smooth business operations and being able to respond quickly to changing circumstances.

When evaluating the agility of partnerships, it is clear that building and maintaining strong relationships with partners and customers plays an important role in business growth. Strong company profiles and effective cooperation with partners such as STIE Indonesia Malang (STIEMA) highlight how strategic partnerships can strengthen market position and expand business reach. The discussion also recognized the importance of collective commitment in achieving business goals. The creation of SOPs and cooperation agreements, as well as examples of behavior from leaders, show how mutual commitment can be increased in teams, which in turn increases team effectiveness and cohesiveness. SWOT analysis, as a tool for strategic planning, has helped Kopi Nafalu identify strengths, weaknesses,

opportunities, and threats in their operations. It helps in formulating suitable strategies to deal with market competition and capitalize on growth opportunities.

Finally, the flexibility of resources became an important topic in this discussion. The ability to adapt resources to changing market conditions is key to sustaining sustainability and overcoming challenges. Prudent financial management, the ability to respond to workforce needs, and adaptation to market demands are evidence of a dynamic and responsive business approach.

Strategic agility is the key that enables capabilities to organizational performance through its core elements such as strategic sensitivity that considers both the sharpness of perception and the intensity of awareness and attention to organizational performance (Atieno and Senaji, 2022). Strategic agility is a state of active awareness and openness to new information that allows members to pay attention to continuous creation, refinement, and learning with flexibility (Vrontis et al., 2023). By reassessing the relative emphasis on each dynamic capability, large global companies recover their competitive advantage over time. With strategic agility, process performance increases Strategic agility offers companies the development of entrepreneurial capabilities in a way that suits the conditions of a competitive and dynamic environment. Strategic agility also creates a measurement dimension to develop strategic variations over time. Strategic agility stimulates companies to develop a wide range of capabilities in resources. With strong entrepreneurial capabilities, companies are able to build operational procedures from various combinations of activities and assets to achieve expected business performance. based on the relative degree of bulk customizability to provide products and services (Doz and Kosonen, 2008). Process performance is based on specific characteristics, attributes, needs and desires of customers. Strategic agility results from the combination of three key meta-capabilities that provide foundation. To establish the argument, there are three main dimensions of the framework developed in previous research and developed three corresponding vectors of the five recommended leadership actions for each dimension (Widjajani and Nurjaman, 2020). The dimensions of strategic agility measurement are Strategic Sensitivity, Unity of Leadership, and Resource Fluidity. In addition to these three dimensions, there are other dimensions in strategic agility assessment. This dimension is a collective commitment where the sub-dimension results in acceptance of the couple's culture or cultural learning and the determinants of knowledge transfer(Widjajani and Nurjaman, 2020).

Overall, this discussion highlights that business success depends not only on one aspect, but on a combination of various agile elements. Kopi Nafalu shows how the integration of customer agility, operations, partnerships, collective commitment, SWOT analysis, and resource flexibility can together create a resilient, adaptive, and sustainable business.

CONCLUSION AND RECOMMENDATION

Conclusion

This research reveals that the implementation of Strategic Agility Planning in Kopi Nafalu is a key factor that strengthens their business agility in various aspects. Through Customer Agility, Kopi Nafalu responds to changing market needs quickly thanks to effective market research and responsiveness to customer feedback. In Operational Agility, efficient management of human resources, finances, and stocks demonstrates their ability to adapt to fluctuating market conditions. The agility of the Partnership is seen in fostering strong relationships with partners and customers, opening up opportunities for growth and expansion. Collective commitment within the team, reinforced by clear SOPs and effective leadership, strengthens the internal foundations of the business. The application of SWOT analysis provides insight in facing challenges and seizing opportunities. Resource flexibility, as part of an agile strategic approach, assists businesses in addressing market challenges. These overall aspects, integrated through Strategic Agility Planning, have strengthened Kopi Nafalu in the face of a dynamic and competitive business environment, proving the importance of strategic agility in contemporary business.

Recommendation

From the results of the research, there are several strategic suggestions to improve the business practices of Kopi Nafalu and similar businesses. First, there is a need to strengthen market research strategies, adopting an integrated approach to be more proactive in identifying consumer trends and preferences, which will help in designing products that better suit market needs. Second, optimizing resource management, including finance and labor, is essential to improve operational efficiency and reduce costs, while maintaining quality standards. Third, the development of strategic partnerships that expand distribution networks and generate product innovations can provide competitive advantages. Fourth, continuous employee development programs to improve team skills and commitment can improve employee productivity and morale. Fifth, the integration of the latest technology in business operations can help in operational efficiency, accuracy of data management, and digital marketing. Finally, preparing contingency plans to respond to raw material price fluctuations and market

competition, including diversification of supply sources and adjustment of marketing strategies, will assist businesses in facing challenges and seizing opportunities. The implementation of these recommendations will support Kopi Nafalu in improving their adaptability and competitiveness in a dynamic market.

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