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Peran Kapabilitas Strategis dalam Mendorong Inovasi dan Keunggulan Bersaing Restoran Lokal Non-Waralaba di Pontianak
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ABSTRAK

PERAN KAPABILITAS STRATEGIS DALAM MENDORONG INOVASI DAN KEUNGGULAN BERSAING RESTORAN LOKAL NON-WARALABA DI PONTIANAK

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Penelitian ini bertujuan menganalisis bagaimana kapabilitas strategis berperan dalam mendorong inovasi dan membangun keunggulan bersaing pada restoran lokal non-waralaba di Kota Pontianak, yang menghadapi persaingan *hyper-competitive* akibat pesatnya pertumbuhan usaha kuliner. Secara metodologis, penelitian menggunakan pendekatan kualitatif dengan desain studi kasus ganda. Data primer diperoleh melalui wawancara semi-terstruktur dengan enam narasumber dari Restoran Putri Raya dan Restoran Dapoer Nusantara, sedangkan data sekunder bersumber dari dokumen internal, media sosial, dan ulasan pelanggan. Data dianalisis menggunakan kerangka *Dynamic Capabilities* melalui tiga dimensi *sensing*, seizing, dan *reconfiguring capability*, serta *Resource-Based View* dengan pendekatan VRIN. Hasil penelitian menjawab dua pertanyaan penelitian yang menunjukkan bahwa kapabilitas strategis kedua restoran bekerja melalui mekanisme yang berbeda namun keduanya terbukti mendorong inovasi yang relevan dengan pasar lokal. Restoran Putri Raya mengandalkan kapabilitas berbasis pengalaman dan kepercayaan relasional, sementara Dapoer Nusantara beroperasi lebih terstruktur melalui data penjualan dan prosedur terdokumentasi. Penelitian ini juga menemukan fenomena *capability gap*, di mana keterbatasan SDM menghambat efektivitas seizing meskipun sensing sudah memadai. Inovasi berbasis sumber daya tidak berwujud seperti konsistensi cita rasa autentik, layanan katering berbasis kepercayaan, dan konsep *one-stop dining* terbukti memenuhi lebih banyak kriteria VRIN dibandingkan inovasi fisik maupun digital.

Kata Kunci: *Kapabilitas Strategis, Dynamic Capabilities, Sensing, Seizing, Reconfiguring, Inovasi, Keunggulan Bersaing, Resource-Based View, VRIN, Restoran Lokal Non-Waralaba.*

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ABSTRACT

THE ROLE OF STRATEGIC CAPABILITIES IN DRIVING INNOVATION AND COMPETITIVE ADVANTAGE OF NON-FRANCHISE LOCAL RESTAURANTS IN PONTIANAK

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This study aims to analyze how strategic capabilities drive innovation and build competitive advantage in local non-franchise restaurants in Pontianak City, which face hyper-competitive conditions due to the rapid growth of the culinary sector. Methodologically, this study employs a qualitative approach with a multiple case study design. Primary data were collected through semi-structured interviews with six informants from Restoran Putri Raya and Restoran Dapoer Nusantara, while secondary data were sourced from internal documents, social media, and customer reviews. Data were analyzed using the Dynamic Capabilities framework through three dimensions of sensing, seizing, and reconfiguring capability, alongside the Resource-Based View with a VRIN analysis approach. The findings reveal that both restaurants operate through substantially different capability mechanisms, yet both demonstrably drive innovation relevant to the local market. Restoran Putri Raya relies on experience-based capabilities and relational trust, while Dapoer Nusantara operates more systematically through sales data and documented procedures. The study also identified a capability gap phenomenon, whereby human resource limitations constrain seizing effectiveness even when sensing capability is sufficiently developed. Innovations rooted in intangible resources, such as authentic taste consistency, trust-based catering services, and the one-stop dining concept, were found to fulfill more VRIN criteria compared to physical or digital innovations.

Keywords: Strategic Capabilities, Dynamic Capabilities, Sensing, Seizing, Reconfiguring, Innovation, Competitive Advantage, Resource-Based View, VRIN, Local Non-Franchise Restaurants.