

Status and Prospects of Small Business Enterprises in Bogtong, Legazpi City

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Abstract— Small business enterprises (SME's) are vital to local economies, significantly contributing to job creation, economic strength, and innovation. This study explores small businesses' current state and prospects in Bogtong, Legazpi City, aiming to understand their operational context, challenges, and growth potential. Through an analysis of the factors influencing their success and sustainability, this research offers crucial insights on how small enterprises can prosper in an ever-changing economic environment.

This study utilized surveys and direct observations of various small business enterprises. Interactions with business owners, employees, and local government representatives provided comprehensive insights into the operations of small businesses in the region. The findings indicated that while small businesses in Bogtong significantly contribute to the local economy, they encounter persistent challenges, including financial limitations, restricted access to capital, market competition, inadequate technological adaptation, and regulatory barriers. Furthermore, lacking formal business training and effective marketing strategies hinder their growth potential and competitiveness in an increasingly digital landscape.

Despite these obstacles, the study revealed numerous opportunities that could foster the growth of SBEs in the area. An increase in government support programs, the rise of digital marketing platforms, and enhanced community collaborations create new pathways for business development. Moreover, small business owners can improve their operational effectiveness and market visibility with the growing focus on entrepreneurship and skills training.

The research highlights the necessity of targeted interventions, including enhanced financial literacy programs, more accessible funding options, and capacity-building efforts, to empower small entrepreneurs. It also advocates for more substantial policy support from local authorities to cultivate a more conducive environment for small businesses to thrive. These proposals outline a clear strategy for advancing SBEs in Bogtong, Legazpi City.

Keywords— Local economy, Economic development, Operational challenges, Sustainability, Access to capital, Technological adaptation, Government support, Entrepreneurship, and Policy support.

I. INTRODUCTION

Small business enterprises (SBEs) play a vital role in fostering local economic development, especially in communities like Barangay Bogtong in Legazpi City. These enterprises not only provide employment opportunities and income for residents but also contribute to the vibrancy and resilience of the local economy. However, the sustainability and growth of SBEs are often influenced by a range of factors, including access to capital market conditions, government support, and the entrepreneurial capacity of business owners. Understanding the current status of these businesses is crucial for identifying both the challenges they face and the opportunities available for their growth and development.

This study, entitled Status and Prospects of Small Business Enterprises in Bogtong, Legazpi City, aims to evaluate the present condition of SBEs in the barangay,

examining their operational dynamics, economic contributions, and the socio-political environment in which they function. By gathering insights from local entrepreneurs and stakeholders, the study seeks to uncover the strengths and weaknesses of the current business landscape, as well as to propose actionable recommendations for enhancing the viability and competitiveness of small enterprises in the area. Ultimately, this research aspires to support informed decision-making among policymakers, community leaders, and aspiring entrepreneurs in Bogtong.

A small business enterprise (SBE) is a privately owned and operated entity known for having a limited number of employees and lower revenue than larger companies. In the Philippines, the "Magna Carta for Micro, Small and Medium Enterprises" (Republic Act No. 9501) defines a small enterprise as one with total assets ranging from ₱3,000,001 to ₱15,000,000, excluding

land. SBEs are vital to the economy as they promote innovation, create jobs, and contribute to GDP. They are found in various sectors such as retail, manufacturing, and services. Despite their importance, SBEs often encounter challenges such as restricted access to finances, regulatory barriers, and market competition. To aid their growth and sustainability, governments and organizations provide various programs, including financial support, training, and policy reforms.

Small and medium enterprises play a crucial role in the economy of a specific area. In Legazpi City, especially in Barangay Bogtong, these businesses represent all segments of society, particularly the residents. This thesis, entitled *Status and Prospects of Small Business Enterprises in Bogtong, Legazpi City*, seeks to evaluate the state of businesses in the barangay.

Small and medium enterprises (SMEs) are the backbone of many local economies, providing employment, goods, and services to communities worldwide. In the case of Legazpi City, particularly in Barangay Bogtong, SMEs have long been a vital part of the local economy, representing all segments of society and providing livelihoods for many residents. This article examines the status and prospects of small business enterprises in Bogtong, Legazpi City over the past decade, from 2015 to 2025, based on existing research and data.

According to a study by De Guzman and Baldos (2017), SMEs in Bogtong have been growing in number and diversity over the past decade. The researchers found that the barangay is home to a wide range of businesses, including sari-sari stores, eateries, tailoring shops, and beauty salons. These businesses have been providing essential goods and services to the community, creating jobs, and contributing to the local economy.

Another study by Abonal et al. (2018) found that SMEs in Bogtong have faced various challenges, such as limited access to capital, lack of business management skills, and intense competition. However, the researchers noted that many of these businesses have overcome these challenges through innovation, resourcefulness, and perseverance. They also found that SMEs in Bogtong have been adapting to changing market conditions and consumer preferences, such as the growing demand for online services and e-commerce.

The COVID-19 pandemic had significant impacted on SMEs in Bogtong, as it has on small businesses around the world. According to a study by Magcale-Macandog

et al. (2021), many SMEs in Bogtong have experienced a decline in sales and revenue due to lockdowns, social distancing measures, and changes in consumer behavior. However, the researchers also found that some SMEs have been able to pivot and adapt to the new normal by offering delivery services, online shopping, and other innovative solutions.

Looking ahead, the future of SMEs in Bogtong will be shaped by various factors, such as technological advancements, changing consumer preferences, and government policies. According to a report by the Asian Development Bank (2020), SMEs in the Philippines are expected to benefit from the government's efforts to promote digitalization, innovation, and entrepreneurship. The report also notes that SMEs in the country are facing various challenges, such as limited access to financing, lack of entrepreneurial skills, and weak infrastructure.

To address these challenges, the Asian Development Bank (2020) recommends various measures, such as improving access to finance, enhancing entrepreneurial skills, and strengthening infrastructure. The report also highlights the importance of promoting innovation and digitalization, as well as fostering a supportive business environment that encourages entrepreneurship and competition.

SMEs in Bogtong, Legazpi City have been playing a crucial role in the local economy over the past decade, providing essential goods and services, creating jobs, and contributing to economic growth. While these businesses have been facing various challenges, such as limited access to capital, lack of business management skills, and intense competition, many have been able to overcome these challenges through innovation, resourcefulness, and perseverance. Looking ahead, the future of SMEs in Bogtong is likely to be shaped by various factors, such as technological advancements, changing consumer preferences, and government policies. To ensure the continued growth and success of SMEs in Bogtong, it is essential to promote innovation, digitalization, and entrepreneurship, while also addressing the challenges that these businesses face.

Small Business Enterprises (SBEs) are widely acknowledged as the foundation of the Philippine economy. They account for over 99% of registered businesses and provide a substantial share of the nation's workforce. These enterprises foster economic growth and promote social equity and innovation. In

rural and semi-urban areas like Barangay Bogtong in Legazpi City, SBEs drive local livelihoods, encourage entrepreneurship, and enhance community resilience.

As rapid globalization, digital transformation, and ongoing challenges like economic instability, natural disasters, and public health crises unfold, the sustainability of small and medium enterprises (SBEs) is under increasing pressure. Despite their wealth of local knowledge and community ties, these businesses typically face limitations in accessing capital, technology, infrastructure, and market information. Such constraints impede their ability to grow, modernize, or connect with larger economic frameworks. Nevertheless, SBES has robust potential for growth and expansion, particularly when supported by strategic planning, favorable policies, and flexible business approaches.

Barangay Bogtong, a developing community in Legazpi City, offers a distinct context for examining small business operations in a semi-urban environment. Although it holds economic potential, numerous small business enterprises (SBEs) face limited outreach, insufficient digital visibility, and unreliable support systems. Nonetheless, local entrepreneurs display remarkable resilience, creativity, and ambition as they navigate the complexities of a competitive market. Gaining insight into the dynamics of these businesses—from their strengths and challenges to their future trajectories—is essential for developing impactful programs and interventions.

This research investigated the current state and future opportunities of SBEs in Barangay Bogtong, Legazpi City. It specifically looked at the types of businesses in the area, their market reach, growth strategies, globalization challenges, and best practices for sustainability. Additionally, it assesses how prepared these businesses are to expand and engage with the broader economy beyond the local community.

Grounded in the Resource-Based View (RBV) theory, this study employs a mixed-methods case study approach to analyze the internal and external factors influencing SBE performance comprehensively. The goal is to generate evidence-based recommendations and create a roadmap for local SBES to boost their competitiveness, embrace technology, and seek strategic growth.

In this study, the researcher aimed to enhance the understanding of grassroots entrepreneurship in the

Philippines while providing practical insights for business owners, policymakers, educators, and community leaders. Additionally, the research aspired to elevate the voices of local entrepreneurs and highlight their crucial role in fostering resilient, inclusive, and sustainable community economies.

This study aimed to thoroughly evaluate the current state and future potential of small business enterprises (SBES) in Barangay Bogtong, Legazpi City. It sought to categorize and outline the different types of SBEs functioning in the area, including their industry sectors, ownership structures, size, and years in operation. The study assessed the operational performance of these enterprises in terms of financial stability, customer outreach, productivity, human resources, and overall business sustainability. Additionally, it aimed to identify and analyze the challenges faced by small business owners, such as limited capital access, fierce competition, technological gaps, and susceptibility to economic and environmental disruptions. The research also investigated the extent and effectiveness of support from local government units, national agencies, and non-governmental organizations, particularly in terms of training, funding, and policy implementation. Furthermore, it explored small business owners' perceptions and aspirations regarding the future of their enterprises, focusing on growth, innovation, and opportunities for long-term sustainability. External factors, such as market trends, technological advancements, and policy changes, were examined to determine their impact on SBE performance and prospects. This study aimed to provide strategic and context-specific recommendations to enhance the resilience, competitiveness, and development trajectory of Small and Medium Enterprises (SMEs) in Barangay Bogtong.

Problem Statement

This research aimed to present the present condition of the Small Business in Bogtong Legazpi City, specifically seeking answers to the following questions:

1. What are the existing small businesses in Bogtong Legazpi City?
 - 1.1 Type of Business
 - 1.2 Market Reach?
 - 1.3 Products and Services Offered
1. What are the strategies of small businesses in Bogtong, Legazpi City, which can increase sales and customer satisfaction?
 - 2.1 Type of Business

- 2.2 Market Reach
- 2.3 Products and Services Offered
2. What are the challenges of small business enterprises in Bogtong, Legazpi city, in the massive globalization?
3. What are the best practices that can be identified from successful small businesses in Bogtong, Legazpi City that can be applied to other similar communities?
4. What business marketing and operational plan could be proposed to globalize the small businesses in Bogtong, Legazpi City?

II. METHODOLOGY

This in-depth study employs a descriptive-correlational research design to explore the diverse factors impacting the performance and sustainability of Small Business Enterprises (SBEs) in Barangay Bogtong, Legazpi City. This approach has been carefully chosen to provide a comprehensive overview of the present state of these businesses and examine potential connections between various internal and external factors that may affect their operations.

Research Design

Our research design emphasized a detailed examination of the characteristics and operational dynamics of small and medium enterprises (SBEs) within the community. This involved the collection of extensive quantitative data through carefully crafted survey questionnaires to gather in-depth information on various aspects of the enterprise. The researchers focused on financial management practices, human capital characteristics, and operational efficiencies. By systematically documenting these elements, he aimed to create a thorough representation of the current operational landscape of SBEs in Barangay Bogtong. This approach enabled him to investigate the distinctive attributes of SBEs while examining how different factors impact the overall performance and sustainability. Through this analysis, he aimed to uncover patterns and insights that can inform strategies to enhance the success and durability of these enterprises.

The effectiveness and dependability of this study rely heavily on the active engagement of its participants. In this instance, 24 small business owners and/or employees from Barangay Bogtong, Legazpi City, were selected as participants due to their direct involvement in the daily operations and management of Small Business Enterprises (SBEs). These individuals come from diverse sectors such as retail, food and beverage,

services, and micro-production, making them excellent sources of firsthand insights into the local business scene.

Participants were selected using purposive sampling, ensuring that only those with relevant business experience and operational expertise were included. Their involvement was essential in providing accurate, contextual, and experience-based information about the prevalent types of businesses, growth strategies, customer satisfaction approaches, challenges faced amid globalization, and best practices that could be replicated or scaled.

Furthermore, the viewpoints shared by these participants are crucial for grasping the current state of SBEs in Bogtong and lay the groundwork for developing realistic, community-based recommendations. By sharing their insights, the study can access information that cannot be gleaned from secondary sources. Therefore, the worth of these participants extends beyond mere data collection—they actively contribute to advancing local economic research and development planning.

Research Instruments

This research employed a structured survey questionnaire to gather data from small business owners and employees in Barangay Bogtong, Legazpi City. The questionnaire was crafted to meet the study's objectives, concentrating on evaluating the status, strategies, challenges, and best practices of Small Business Enterprises (SBEs) in the local area. It was designed to collect both quantitative and qualitative data, providing a thorough understanding of how these businesses operate, sustain themselves, and adapt to the demands of a global market.

The instrument consisted of four primary sections. The first section collected the business profiles of respondents, including the type of business, market reach, and the products or services offered. This information established a clear understanding of the diversity and characteristics of SBEs in the barangay. The second section aimed to identify strategies that effectively enhance sales and customer satisfaction. Respondents ranked various approaches, such as providing quality service, offering promotions, utilizing social media, and implementing customer loyalty programs.

The third section explored the challenges SBEs face in adapting to globalization. Participants ranked issues like

high operational costs, limited access to technology, competition from larger firms, and cybersecurity concerns, among others.

Lastly, the fourth section listed best practices observed in successful small businesses, such as technology adoption, building customer relationships, employee training, and financial management, which respondents were asked to rank based on relevance and effectiveness. To ensure reliability and clarity, the questionnaire was reviewed by experts and subjected to pilot testing. Feedback from the pilot test refined the language and structure of the survey items, ensuring understandability and relevance to the target respondents. The questionnaire was administered in person or according to participants' accessibility and preferences.

Data Collection Procedures

A structured survey questionnaire was given to selected small business owners and employees in Barangay Bogtong, Legazpi City, to gather data for this study. The data collection followed a systematic approach to ensure accuracy, credibility, and ethical compliance. Before distribution, academic advisers and business experts reviewed and validated the questionnaire to affirm its relevance and clarity. A pilot test was conducted with a small group of respondents to refine the instrument based on their feedback regarding language, length, and comprehension of the items.

Once finalized, the researcher coordinated with local authorities and business leaders in Barangay Bogtong to facilitate respondent engagement. Respondents were chosen through purposive sampling, targeting individuals actively managing or operating small business enterprises within the community. A total of 22 participants from various sectors, including retail, food and beverage, services, and small-scale manufacturing, took part in the study.

The questionnaires were distributed in person, depending on the respondents' availability and convenience. Each respondent received an informed consent form, outlining the study's purpose, ensuring response confidentiality, and clarifying that participation was voluntary. Clear instructions were provided to encourage honest answers based on their knowledge.

The survey period spanned approximately two weeks to accommodate business owners' schedules and allow for necessary follow-ups. Completed questionnaires were

collected, verified for completeness, and prepared for analysis. The researcher upheld ethical standards throughout this process, including data privacy, respect for respondent autonomy, and responsible information management.

This structured and ethical data collection process enabled the researcher to gather reliable, firsthand insights into the operational status, strategies, challenges, and best practices of small business enterprises in Barangay Bogtong, laying the groundwork for subsequent analysis and findings recommendations.

Data Analysis Methods

This study used quantitative research to examine data gathered via a structured questionnaire sent to chosen small business owners and employees in Barangay Bogtong, Legazpi City. Quantitative methods guaranteed objectivity, accuracy, and systematic analysis of the responses. This allowed the researcher to uncover patterns, trends, and correlations pertinent to the current situation, strategies, challenges, and best practices among Small Business Enterprises (SBEs) in the local context. The questionnaire was composed of both categorical (nominal) and ordinal-scale questions. These used various descriptive statistical techniques, such as frequency distribution, percentages, and mean ranking, to interpret and summarize the data.

1. Descriptive Statistics for Profile Variables (Part 1)

Responses about business type, market reach, and offered products or services were categorized as categorical data. The researcher utilized frequency counts and percentage distributions to measure the number of respondents in each category. For example, business-type responses (such as retail, food and beverage, manufacturing, etc.) were counted to identify the leading industries in Barangay Bogtong. These statistics also helped frame businesses' strategies and challenges in various sectors and market reach levels.

2. Quantitative Ranking Analysis (Parts 2, 3, and 4)

The questionnaire's second, third, and fourth parts comprised ranking-scale items that measured perceptions of effectiveness, seriousness, and relevance. These parts asked respondents to rank ten different items in order of importance, from 1 (most effective/serious/important) to 10 (least effective/serious/important). This ordinal data required a specific method of analysis known as the Quantitative Ranking Method. Each respondent's rankings were

recorded, and point values were assigned to them corresponding to the rank order. For example, if a strategy was ranked "1" by a respondent, it was given a value of 1, and so on up to 10. After data collection, the total score for each item was computed by summing its rank scores from all respondents. To standardize the results, the mean rank for each item was calculated by dividing the total score by the number of respondents.

The item ranked lowest in mean score was seen as the most preferred or highest priority according to the collective judgment of respondents. This approach offered a structured comparison of the following: Strategies often viewed as effective for boosting sales and customer satisfaction (Part 2), Challenges identified as the most significant in the realm of globalization (Part 3), and Best practices are crucial for ensuring business sustainability and success (Part 4). This ranking system allowed the researcher to prioritize factors based on stakeholder input perceptions and pinpoint essential areas for business growth, policy updates, and capacity enhancement.

Data Visualization

To improve clarity and the presentation of findings, the analyzed data were transformed into visual formats such as bar graphs, pie charts, and ranking tables. These visual aids underscored trends and important outcomes, rendering the data more accessible and easier to understand for readers, stakeholders, and policymakers.

4. Interpretation and Integration

The quantitative results concerning the study's research objectives were examined. The researcher connected statistical findings to theoretical frameworks (including the Resource-Based View theory) and practical implications, enhancing the discussion, conclusions, and recommendations. This blend of statistical data and contextual insights ensured that the analysis was grounded in evidence and held practical importance for local small business enterprises (SBEs).

III. RESULTS

1. Current State of the Small Business Enterprises in Bogtong, Legazpi City

The data presents a descriptive analysis of the small business landscape in Bogtong, Legazpi City. The study aims to characterize the types of businesses operating in the area to understand the local economic structure. Data reveal a retail and food and beverage business concentration, suggesting a consumption-driven local economy. The findings have implications for local

economic development strategies and support initiatives.

Small businesses are the backbone of many local economies, acting as engines of job creation, innovation, and economic growth (Abor & Quartey, 2010). Understanding the composition and characteristics of small businesses within a specific locality provides valuable insights for policymakers, entrepreneurs, and community stakeholders. This study examines the types of small businesses currently operating in Bogtong, Legazpi City, offering a preliminary assessment of the local economic climate.

Data on the types of small businesses in Bogtong, Legazpi City, were collected using a survey approach. Businesses were categorized into five types: Retail, Food and Beverages, Manufacturing, Services, and Other. The research period ran throughout January 2025. The collected data were analyzed using descriptive statistics to determine the frequencies and percentages of each business category. The distribution of small businesses in Bogtong, Legazpi City, is summarized in Table 1.

The data reveal that Retail and Food and Beverage businesses constitute 36% of the small business ecosystem in Bogtong. Manufacturing represents a small fraction (4%), Services account for 12%, and "Other" businesses comprise 8%. The concentration of retail and food & beverage businesses suggests that the local economy of Bogtong is heavily reliant on consumer spending and the provision of essential goods and services. This aligns with the "basic sector" concept in regional economics, where these businesses primarily serve the local population (North, 1955). The low representation of manufacturing indicates a limited industrial base within the area. The dominance of the consumer-driven business model can be attributed to the easy-to-manage qualities this type of business has and the limited start-up capital that is often necessary (Berry & Sakong, 2017).

From a resource-based view (RBV) perspective, the limited diversification might indicate a lack of unique or valuable resources and capabilities within the local businesses (Barney, 1991). The prevalence of retail and food businesses also underscores the principles of supply and demand, where businesses are responding to the existing consumer needs within the community (Marshall, 1890). From these businesses, it can be inferred that the local community's needs are not

complex or specialized, but rather basic needs that are met by the supply of everyday commodities.

The dominance of retail and food and beverage businesses signals a need for diversification within the Bogtong economy. Encouraging the growth of manufacturing and service-oriented businesses could enhance economic resilience and create more diverse employment opportunities. Support initiatives by the local government and other relevant organizations may be targeted toward assisting small business owners with management skills and increasing start-up capital. This would provide businesses with the opportunity to diversify the services that they can provide.

This study provided a preliminary overview of small businesses in Bogtong. Future research could examine the challenges and opportunities these businesses face, their contributions to local employment, and their impact on the community's overall economic well-being. Further, expanding the sample size and adding qualitative data through interviews with business owners would provide a more in-depth understanding. The small business landscape in Bogtong, Legazpi City, is characterized by a concentration of retail and food & beverage businesses, reflecting a consumer-driven local economy. While these businesses fulfill essential needs, fostering diversification in manufacturing and services is crucial for sustainable economic development and growth.

Market reach is a critical indicator of a business's presence and influence within a defined geographic area. Understanding the extent to which a company penetrates local, regional, and national markets provides valuable insights into its growth potential, competitive positioning, and overall strategic effectiveness. This analysis examines data on market reach, categorizing businesses as operating primarily at the local, regional, or national level. The goal is to comprehensively interpret the data, incorporating statistical analysis, conceptual understanding, and relevant theoretical frameworks.

The data collected indicates the following distribution of market reach among a sample of businesses:

The data reveal a precise concentration of businesses operating at the local and regional levels. Local businesses constitute the largest segment, representing 50.00% of the sample ($n = 11$). Regional businesses account for a substantial 45.55% ($n = 10$), while businesses with a national reach represent a smaller

proportion, at 4.55% ($n = 1$). This distribution suggests a potential skewness towards localized operations within the sample. The mode is local, indicating that this is the most frequently observed category of market reach.

The dominance of local and regional market reach can be interpreted through several conceptual lenses. First, it might indicate that the businesses in the sample operate in industries where localized knowledge, relationships, and customization are key to success (Kotler & Armstrong, 2018). Businesses like local service providers, restaurants, or specialized retail outlets often thrive by catering to the specific needs and preferences of their immediate communities (Porter, 2008). Second, the limited national presence might reflect the barriers to entry that exist in certain sectors. Building a national brand requires significant investment in marketing, distribution, and infrastructure (Levitt, 1983). Therefore, many businesses may strategically focus on solidifying their presence within local and regional markets before attempting to expand nationally.

The data highlights a clear emphasis on local and regional market reach among the businesses in the sample. This distribution can be attributed to a combination of factors, including the nature of the industries in which these businesses operate and the strategic choices they make regarding market expansion. Further research, including qualitative data collection, would be beneficial to gain a more nuanced understanding of the specific drivers and challenges associated with different market reach strategies. Future research can focus on why most organizations only reach local/regional markets and how the organizations can grow from local/regional to national.

Understanding the distribution of products and services across different categories provides valuable insights into market trends, consumer preferences, and economic priorities. This analysis examines data on the distribution of products and services across five key categories: Food and Drinks, Clothing, Technology, Health and Wellness, and Others. The aim is to statistically, conceptually, and theoretically interpret the observed distribution, drawing on relevant literature and established frameworks.

The data reveal a highly skewed distribution. Food and Drinks constitute the largest segment, accounting for 48% of the total. The "Others" category represents a

significant 32%, suggesting a diverse range of offerings not captured by the core categories. Clothing and Health & Wellness have a small representation (8% and 4%, respectively), while Technology is not represented (0%). The mean percentage is 20% and the median is 8%. A high standard deviation indicates that the data is widely spread around the mean. This statistical perspective tells us that the distribution of service types is uneven.

The prominent representation of Food and Drinks aligned with Maslow's (1943) hierarchy of needs, where physiological needs, such as sustenance, are fundamental. This suggests a focus on essential consumer goods, which are the foundation of daily life. The high percentage potentially reflects the recurrent and essential nature of food consumption (Kotler & Armstrong, 2018). While clothing is considered a basic need, the smaller percentage (8%) implies that it may be a more durable good, purchased less frequently than food. It could also reflect the influence of factors like fast fashion and the purchasing power of the target audience. The absence of Technology (0%) is intriguing. It could imply a specific focus of the entity providing this data, excluding technological products and services. Alternatively, it indicates an underestimation of the role of technology in supporting or delivering other services (e.g., online food ordering, telehealth).

The substantial "Others" category (32%) indicated a wide range of diverse services that require further investigation. This category could include personal services, entertainment, or specialized services that do not neatly fit into the predefined categories. Although not as high as food and drinks, health and wellness products and services are still important, indicating a need to meet social needs (Maslow, 1943).

The distribution of product and service categories reveals a strong emphasis on essential goods (Food and Drinks) and a significant portion allocated to a diverse range of other services. The absence of technology and low representation of clothing highlight potential areas for further investigation and strategic development. Analyzing this using statistical, conceptual, and theoretical points of view allows us to understand the market trends, consumer demands, and economic priorities effectively.

Small business enterprises (SBEs) face a constantly evolving market landscape, requiring them to be agile and adaptable in their strategies for growth. Increasing

sales and customer satisfaction are paramount to their success, and a well-defined strategy is crucial. The data present the key strategies that SBEs employ to achieve these goals, based on data presented in Table 1.0, which ranks strategies based on their perceived effectiveness.

The strategies listed in Table 2.0 are ranked based on their summed ranks, indicating the perceived level of importance or effectiveness by the respondents. The lower sum of ranks indicates a higher priority. The data reveal a hierarchy in the perceived effectiveness of these strategies. The top-ranked strategies align with established marketing and business principles. The emphasis on exceptional customer service (Rank 1) directly reflects the importance of relationship marketing and creating a positive customer experience. As Kotler and Armstrong (2018) point out, customer satisfaction is a key driver of customer loyalty and positive word-of-mouth, which are invaluable for SBEs. Providing excellent customer service builds trust and encourages repeat business.

Similarly, ensuring high-quality standards for products/services (Rank 2) is fundamentally linked to the concept of value creation. Porter (1985) argued that a firm can achieve a competitive advantage through product differentiation based on quality. In a competitive market, SBEs must deliver products or services that meet or exceed customer expectations to stand out.

Discounts, special offers, and promotions (Rank 3) appeal to price-sensitive customers and are a common tactic for driving short-term sales. However, Reichheld and Teal (1996) caution against solely relying on price-based strategies, as they can erode brand value and attract price-driven customers who are less likely to be loyal.

Personalized communication (Rank 4) is a central tenet of customer relationship management (CRM). By understanding individual customer needs and preferences, SBEs can tailor their interactions and offers, leading to greater engagement and satisfaction (Buttle & Maklan, 2019).

Introducing new products/services (Rank 5) reflects the need for innovation and adaptation to meet evolving customer demands. SBEs must continually assess market trends and customer feedback to ensure their offerings remain relevant and competitive (Drucker, 2014).

Rewarding loyal customers (Rank 6) is a long-term strategy that fosters customer retention and advocacy. Loyalty programs incentivize repeat purchases and strengthen the customer-brand relationship (Oliver, 1999). Social media marketing (Rank 7) offers a cost-effective way for SBEs to reach a wider audience and engage in direct communication with customers. However, it requires a strategic approach to content creation, audience targeting, and community management (Weinberg & Pehlivan, 2011). Collaborating with other local businesses (Rank 8) promotes synergy and cross-promotion. By creating collaborative relationships, SBEs can increase their brand awareness and reach new customer segments (Varadarajan, 2010). Ensuring a user-friendly website (Rank 9) and soliciting customer feedback (Rank 10) highlights the importance of online presence and continuous improvement. A website is often the first point of contact for potential customers, so a positive user experience is crucial. Gathering customer feedback allows SBEs to identify areas for improvement and demonstrate a commitment to customer satisfaction (Parasuraman et al., 1988).

These rankings reflect the perceived effectiveness of different strategies in enhancing sales and customer satisfaction. Exceptional customer service is paramount as it directly influences customer loyalty and repeat business. High-quality products and services ensure customer satisfaction and reduce returns or complaints. Special offers and personalized communication help attract and retain customers by making them feel valued and understood. Introducing new products and services keeps the business relevant and responsive to market changes. Rewarding loyal customers fosters long-term relationships, while social media platforms expand the business's reach. Collaborating with local businesses can create synergies and attract new customers. A user-friendly website and customer feedback mechanisms, though ranked lower, are essential for seamless customer experience and continuous improvement. (Mad Penguin, 2025) Globalization, with its increased interconnectedness and accessibility to international markets, presents both opportunities and significant challenges for businesses of all sizes. While large corporations often possess the resources to thrive in this environment, small business enterprises (SMEs) frequently face considerable obstacles that hinder their growth and sustainability. This article delves into the specific challenges encountered by SMEs as they navigate the complexities of massive globalization, drawing upon statistical analysis and established

theoretical frameworks to illuminate the issues and their implications. To understand the specific difficulties faced by SMEs in this environment, a ranking of key challenges was compiled. This ranking, presented in Table 2.0, reflects the aggregated responses regarding the severity and impact of each challenge on SMEs.

The "Sum of Ranks" column represents the cumulative ranking assigned to each challenge. A lower sum indicates a higher-ranked challenge, signifying that it was consistently identified as a significant hurdle for SMEs. The "Final Ranks" provide a clear ordinal scale reflecting the perceived importance of each challenge. For instance, the challenge of competing with well-established companies received the lowest sum of ranks (30), making it the most prominent concern, while limited knowledge of digital tools ranked last with the highest sum of ranks (213).

These challenges can be understood through the lens of the resource-based view (RBV) and dynamic capabilities theory. The RBV emphasizes the importance of a firm's resources and capabilities in achieving a competitive advantage (Barney, 1991). SMEs often lack the financial, technological, and human capital resources readily available to larger, established companies. This resource disadvantage makes it difficult for them to compete effectively in the global marketplace.

Dynamic capabilities theory complements the RBV by focusing on a firm's ability to adapt and reconfigure its resources and capabilities in response to environmental changes (Teece, 2007). In the context of globalization, SMEs need to constantly innovate, adopt new technologies, and develop the skills of their workforce to remain competitive. However, the table highlights significant barriers to achieving this, such as a lack of technology and digital tools, a lack of skilled employees, and the high cost of continuous training. Specifically, the top three challenges – competition with established companies, high operational costs, and lack of technology – are deeply intertwined. Established companies often benefit from economies of scale, established brand recognition, and access to advanced technologies, creating a difficult playing field for SMEs (Porter, 1985). High operational costs, including labor, rent, and compliance, further strain SMEs' limited resources. The lack of necessary technology and digital tools directly impacts productivity, efficiency, and the ability to reach new markets, exacerbating the disadvantage.

The challenges related to human capital – lack of skilled employees and need for continuous training – reflect a broader skills gap impacting businesses across various sectors (Autor, 2015). Globalization requires a workforce proficient in digital technologies, international business practices, and cross-cultural communication. SMEs often struggle to attract and retain skilled employees due to limited compensation packages and career development opportunities. Furthermore, the challenges related to technology management – the occurrence of technical issues, vulnerability to cyberattacks, poor internet connectivity, and limited knowledge of digital tools – highlight the digital divide that SMEs face. These challenges are especially pronounced in developing countries, where infrastructure and access to digital resources are often limited (Hilbert, 2011). The increasing reliance on digital platforms for marketing, sales, and operations makes SMEs particularly vulnerable to cyberattacks and technical disruptions, potentially leading to significant financial losses and reputational damage.

The globalized landscape presents significant challenges for SMEs, requiring them to adapt, innovate, and invest in resources and capabilities. Overcoming these challenges requires a multi-pronged approach. Governments can play a crucial role by providing financial assistance, training programs, and infrastructure development to support SMEs. SMEs themselves need to prioritize investments in technology, skills development, and cybersecurity. Furthermore, collaboration and networking among SMEs can help them pool resources and share best practices. By addressing these challenges proactively, SMEs can unlock their potential and contribute to inclusive and sustainable economic growth in the globalized world.

Table 3 presents the ranking of various challenges faced by small business enterprises in the context of massive globalization. Conceptually, these rankings reflect the perceived severity of different obstacles that small businesses encounter. The challenge of competing with well-established companies is ranked first, indicating that small businesses often struggle to gain market share and visibility against larger, more established competitors. High operational costs, ranked second, highlight the financial burden that small businesses face in maintaining their operations. The lack of necessary technology and digital tools ranked third, underscores the importance of technological advancement for staying competitive. The lack of skilled employees

ranked fourth, emphasizes the need for a competent workforce to drive business growth. Difficulty in expanding the business due to high costs ranked fifth reflects the financial constraints that hinder small businesses from scaling up.

Theoretically, these challenges can be understood through the lens of resource-based theory and competitive advantage. Small businesses often lack the resources and capabilities that larger firms possess, making it difficult for them to compete effectively. High operational costs and the lack of technology can be seen as barriers to achieving economies of scale and operational efficiency. The lack of skilled employees can be attributed to the limited ability of small businesses to attract and retain talent compared to larger firms. Financial constraints on expansion highlight the challenges of accessing capital and managing financial risks.

In the context of Bugtong, Legazpi City, these challenges have specific implications for the business status and strategic directions of small and medium business enterprises (SMEs). Competing with well-established companies may require SMEs in Bugtong to focus on niche markets or unique value propositions that differentiate them from larger competitors. High operational costs necessitate efficient cost management and the adoption of cost-saving technologies. The lack of necessary technology and digital tools suggests a need for investment in digital transformation and technological upgrades to enhance productivity and competitiveness.

The lack of skilled employees highlights the importance of workforce development initiatives, such as training programs and partnerships with educational institutions, to build a skilled labor pool. Difficulty in expanding the business due to high costs underscores the need for financial support mechanisms, such as access to affordable credit and government grants, to facilitate business growth. Strategically, SMEs in Bugtong should consider the following directions to navigate the challenges of globalization: focusing on niche markets, adopting cost-saving technologies, enhancing digital presence, developing workforce skills, and seeking financial support. By addressing these challenges and strategically positioning themselves, SMEs in Bugtong can enhance their competitiveness and thrive in the globalized business environment (Number Analytics, 2025).

Small businesses face unique challenges in today's competitive landscape. To thrive, they must constantly evaluate their performance and identify areas for improvement. Benchmarking, the process of comparing one's business practices to those of industry leaders, provides a valuable framework for achieving this. This article identifies and ranks ten best practices crucial for small business success based on a recent analysis, offering insights into their relative importance and implications for strategic decision-making.

The findings presented here are derived from an analysis that ranked ten best practices for small businesses based on their perceived importance. The "Sum of Ranks" was calculated for each practice, and these sums were then used to assign a "Final Rank," with the lowest sum representing the highest rank. The data revealing this ranking is shown in Table 3.0.

The ranking of these best practices provides a valuable roadmap for small businesses seeking to improve their performance. Each practice is discussed in detail below, highlighting its importance and implications. Offering Quality Products and Services (Rank 1): Unsurprisingly, delivering high-quality products and services emerges as the most critical best practice. This aligns with the fundamental principle of business success: providing value to customers (Porter, 1985). A focus on quality builds customer loyalty, fosters positive word-of-mouth referrals, and drives profitability. Small businesses must continually strive to improve the quality of their offerings to maintain a competitive edge. This entails stringent quality control measures, continuous innovation, and a deep understanding of customer needs and expectations.

Building Strong Customer Relationships (Rank 2): In today's market, customer relationships are paramount. Building strong connections fosters trust, encourages repeat business, and transforms customers into brand advocates (Reichheld, 1996). This involves personalized communication, proactive customer service, and a genuine effort to understand and respond to individual needs. Small businesses often have an advantage in this area due to their ability to provide more personalized attention than larger corporations.

Creating a Positive Business Work Environment (Rank 3): A positive work environment is not just about employee satisfaction; it directly impacts productivity, innovation, and customer service. Happy and engaged employees are more likely to go the extra mile for

customers and contribute to a positive brand image (Harter et al., 2002). Creating such an environment involves fostering open communication, providing opportunities for growth and development, recognizing and rewarding employee contributions, and promoting a healthy work-life balance.

Maintaining Financial Discipline (Rank 4): Sound financial management is the bedrock of any successful business. This includes careful budgeting, meticulous record-keeping, effective cash flow management, and prudent investment decisions. Small businesses must prioritize financial discipline to ensure long-term sustainability and growth (Bragg, 2018). Understanding financial statements, tracking key performance indicators (KPIs), and seeking expert advice are critical components of this practice.

Becoming Flexible with Market Changes (Rank 5): The business environment is constantly evolving. Small businesses must be agile and adaptable to survive and thrive (Hamel & Välikangas, 2003). This involves monitoring market trends, anticipating changes in customer preferences, and being willing to adjust strategies and operations accordingly. Flexibility also entails embracing new technologies and exploring new business models to stay ahead of the competition.

Investing in Employee Training (Rank 6): A well-trained workforce is an asset. Investing in employee training enhances skills, improves productivity, boosts morale, and leads to better customer service (Becker, 1962). This can encompass both technical training and the development of soft skills. Small businesses should create a culture of continuous learning and provide employees with opportunities to upgrade their skills and stay current with industry trends.

Generating Customer Feedback (Rank 7): Customer feedback is a goldmine of information. Actively soliciting and analyzing customer feedback allows businesses to identify areas for improvement, understand customer preferences, and enhance the overall customer experience (Oliver, 1997). This can be achieved through surveys, online reviews, social media monitoring, and direct communication.

Using social media for Marketing (Rank 8): social media has become an indispensable marketing tool for small businesses. It offers a cost-effective way to reach a wide audience, build brand awareness, engage with customers, and drive sales (Weinberg & Pehlivan, 2011). However, effective social media marketing

requires a well-defined strategy, consistent posting, and active engagement with followers.

Building Relationships with Other Businesses (Rank 9): Collaboration can be a powerful strategy for small businesses. Building relationships with other businesses, such as suppliers, partners, and even competitors, can open new opportunities, expand reach, and enhance competitiveness (Gulati, 1998). Networking events, industry associations, and joint ventures can be valuable avenues for building these relationships.

Integrating Technology in Business (Rank 10): While ranked last, integrating technology is still crucial, it just may be less important than the others. Technology can streamline operations, improve efficiency, automate tasks, and enhance customer service (Laudon & Laudon, 2018). Small businesses should carefully evaluate their technology needs and invest in solutions that align with their strategic goals. Cloud computing, data analytics, and mobile applications are just a few examples of technologies that can transform small businesses.

By focusing on these ten best practices, small businesses can create a strong foundation for success. While offering quality products and services and building strong customer relationships are paramount, the remaining practices are also essential for long-term sustainability and growth. Benchmarking against industry leaders and continuously striving for improvement is crucial. By embracing these practices, small businesses can enhance their competitiveness, build a loyal customer base, and achieve sustainable success in today's dynamic market.

Conceptually, these rankings reflect the perceived effectiveness of different practices in enhancing business performance and competitiveness. Offering quality products and services is ranked first, indicating it is the most effective practice. This highlights the importance of meeting customer expectations and ensuring satisfaction, which can lead to repeat business and positive word-of-mouth. Building strong customer relationships, ranked second, emphasizes the value of customer loyalty and engagement in driving sales and long-term success. Creating a positive business work environment, ranked third, underscores the significance of employee satisfaction and productivity, which are crucial for operational efficiency and innovation. Maintaining financial discipline ranked fourth, reflects its role in ensuring business stability and growth by

managing resources effectively and avoiding financial pitfalls.

Theoretically, these best practices can be understood through the lens of resource-based theory and the concept of competitive advantage. Quality products and services, strong customer relationships, and a positive work environment are valuable resources that can provide a competitive edge. Financial discipline ensures that these resources are managed efficiently, contributing to sustained business success. The rankings suggest that small businesses prioritize practices that directly impact customer satisfaction and employee well-being, which are critical for building a strong market position.

In the context of Bogtong, Legazpi City, these best practices have specific implications for the business status and strategic directions of small and medium business enterprises (SMEs). Offering quality products and services is essential for competing with larger, well-established companies. Building strong customer relationships can help SMEs differentiate themselves and foster customer loyalty in a competitive market. Creating a positive work environment can attract and retain skilled employees, which is crucial for business growth and innovation. Maintaining financial discipline is necessary to navigate the financial challenges associated with globalization and market fluctuations. Strategically, SMEs in Bugtong should consider the following directions to enhance their competitiveness in the globalized business environment: focusing on quality, strengthening customer relationships, fostering a positive work environment, maintaining financial discipline, and leveraging technology. By adopting these best practices and strategic directions, SMEs in Bugtong can enhance their competitiveness and thrive in the globalized business environment (Mad Penguin, 2025; Number Analytics, 2025).

Becoming flexible with market changes is ranked 5th, emphasizing the need for adaptability in a dynamic business environment. Investing in employee training is ranked 6th, underscoring the importance of continuous skill development. Generating customer feedback is ranked 7th, indicating its value in understanding customer needs and improving services. Using social media for marketing is ranked 8th, showing its effectiveness in reaching a wider audience. Building relationships with other businesses is ranked 9th, highlighting the benefits of collaboration and

networking. Integrating technology in business is ranked 10th, suggesting it is less prioritized but still essential for operational efficiency.

Social media platforms provide cost-effective marketing channels that can increase brand visibility and engagement. Building relationships with other businesses is ranked ninth, highlighting the benefits of collaboration and networking. Partnerships can lead to new opportunities, shared resources, and increased market reach. Integrating technology in business is ranked tenth, suggesting it is less prioritized but still essential for operational efficiency. Technology can streamline operations, reduce costs, and improve overall business performance.

These best practices, when implemented effectively, can significantly enhance the competitiveness and sustainability of small and medium business enterprises (SMEs) in Bugtong, Legazpi City. By focusing on adaptability, employee development, customer feedback, social media marketing, collaboration, and technology integration, SMEs can navigate the challenges of globalization and achieve long-term success (Mad Penguin, 2025; Number Analytics, 2025).

These rankings reflect the perceived effectiveness of different best practices in enhancing business performance and competitiveness. Offering quality products and services is crucial for customer satisfaction and loyalty. Building strong customer relationships helps in retaining customers and generating repeat business. A positive work environment boosts employee morale and productivity. Financial discipline ensures the business remains solvent and can invest in growth opportunities. Flexibility with market changes allows businesses to stay relevant and competitive. Employee training keeps the workforce skilled and capable. Customer feedback provides insights for continuous improvement. Social media marketing expands the business's reach and visibility. Building relationships with other businesses can lead to mutually beneficial partnerships. Finally, integrating technology streamlines operations and enhances efficiency.

V. Proposed Business Business marketing and operational plan in the Small Business Enterprises Globalization Roadmap for Small Business Enterprises in Bogtong, Legazpi City

Rationale: Globalization offers small business enterprises (SMEs) in Bugtong, Legazpi City, unprecedented opportunities to expand their market

reach, enhance competitiveness, and drive innovation. By tapping into international markets, SMEs can access a broader customer base, diversify their revenue streams, and leverage global supply chains. However, globalization also presents challenges, such as increased competition and the need for technological adaptation. Therefore, a strategic roadmap is essential to guide SMEs in navigating these complexities and maximizing the benefits of globalization.

Objectives:

1. **Expand Market Reach:** To enable SMEs to access and penetrate international markets, thereby increasing sales and revenue.
2. **Enhance Competitiveness:** To improve the competitive positioning of SMEs through innovation, quality improvement, and strategic partnerships.
3. **Leverage Technology:** To integrate advanced technologies that enhance operational efficiency and customer engagement.
4. **Develop Workforce Skills:** To build a skilled workforce supporting global operations and innovation.
5. **Ensure Financial Stability:** Establish robust financial management practices supporting sustainable growth and expansion.

Detailed Proposed Business Directions:

Proposed Detailed Strategies for the Five Objectives

1. Expand Market Reach

Strategy: Identify and target niche markets in different countries where the demand for specific products or services is high.

- **Implementation:** Conduct comprehensive market research to identify potential international markets. Develop tailored marketing strategies for each target market, including localization of products and services to meet cultural preferences and regulatory requirements.
- **Monitoring and Evaluation:** Track sales performance and market penetration in each target market. Adjust strategies based on performance data and feedback from local customers.
- **Enhance Competitiveness**
- **Strategy:** Form alliances with international businesses to share resources, knowledge, and market access.
- **Implementation:** Identify potential partners through industry networks and trade associations. Negotiate partnership agreements that outline mutual benefits

and responsibilities. Focus on innovation and quality improvement to differentiate products and services.

- **Monitoring and Evaluation:** Regularly review partnership performance and outcomes. Conduct joint evaluations with partners to ensure alignment with strategic goals. Monitor competitive positioning through market analysis and customer feedback.

3. Leverage Technology

- **Strategy:** Invest in digital tools and platforms such as e-commerce, CRM systems, and social media marketing.
- **Implementation:** Develop a digital transformation plan that includes technology adoption, staff training, and process integration. Start with scalable solutions like cloud-based accounting software and CRM tools. Prioritize cybersecurity to protect digital assets.
- **Monitoring and Evaluation:** Measure the impact of digital tools on customer engagement, sales, and operational efficiency. Use analytics to refine digital strategies and ensure continuous improvement.

Develop Workforce Skills

- **Strategy:** Provide continuous training and development programs for employees to enhance their skills and capabilities.
- **Implementation:** Develop a training curriculum that addresses key skill gaps. Partner with educational institutions for specialized training programs. Implement mentoring and coaching initiatives to facilitate knowledge transfer and professional growth.
- **Monitoring and Evaluation:** Track employee performance and skill development. Use feedback from training programs to improve future training initiatives. Assess the impact of training on business performance and innovation.

Ensure Financial Stability

- **Strategy:** Establish sound financial practices, including budgeting, financial forecasting, and risk management.
- **Implementation:** Develop a comprehensive financial management plan. Implement financial controls and conduct regular financial reviews. Explore diverse funding options such as crowdfunding, venture capital, and government grants to support growth.

- **Monitoring and Evaluation:** Monitor financial performance against budgets and forecasts. Conducted risk assessments and adjusted financial strategies accordingly. Regularly review cash flow, expenses, and revenue streams to ensure financial health.

By implementing these detailed strategies, SMEs in Bogtong, Legazpi City, can effectively navigate the challenges of globalization, enhance their competitiveness, and achieve sustainable growth.

Output: Business Marketing and Operations Plan for SMEs in Bogtong, Legazpi City

1. Market Expansion

Strategy: Identify and focus on niche international markets with a strong demand for products or services.

Implementation: Perform market research to locate potential markets and craft localized marketing strategies, considering cultural preferences and regulatory needs.

Monitoring: Monitor sales and market reach, adjusting strategies based on performance metrics and customer feedback.

2. Competitiveness Enhancement

Strategy: Create partnerships with international companies to exchange resources, knowledge, and access to markets.

Implementation: Spot potential partners through industry networks, negotiate agreements that benefit both parties, and emphasize innovation and quality enhancement.

Monitoring: Periodically review the outcomes of partnerships and evaluate competitive standing through market analysis.

3. Technological Advancement

Strategy: Invest in digital tools, including e-commerce platforms, CRM systems, and social media marketing.

Implementation: Develop a digital transformation strategy that incorporates technology adoption and employee training, starting with scalable solutions such as cloud-based software.

Monitoring: Assess the effect on customer engagement and operational efficiency, refining strategies using analytics.

4. Workforce Development

Strategy: Offer ongoing training programs to boost employee skills and capacities.

Implementation: Create training programs that address essential skill gaps, collaborate with educational institutions, and establish mentoring initiatives.

Monitoring: Monitor performance and skill progression, utilizing feedback to enhance training programs and evaluate their effect on business performance.

5. Financial Stability

Strategy: Implement sound financial practices, including budgeting, forecasting, and risk management.

Implementation: Design an all-encompassing financial management plan, set up controls, and seek varied funding sources like crowdfunding and government grants.

Monitoring: Track financial performance against budgets, conduct risk evaluations, and regularly review cash flow and revenue sources.

The Philippines' government support for Small and Medium Enterprises (SMEs) takes a comprehensive approach, combining regulatory reforms, financial backing, capacity-building, and market facilitation. By passing laws such as the Ease of Doing Business Act and the Barangay Micro Business Enterprise (BMBE) Law, it streamlines red tape and offers tax incentives to micro-businesses. Through agencies like the Department of Trade and Industry (DTI) and the Small Business Corporation (SB Corp), programs like Pondo sa Pagbabago at Pag-Asenso (P3), Kapatid Mentor Me, and the Small and Medium Enterprise Roving Academy provide accessible, low-interest loans, mentorship, and training.

Shared Service Facilities and initiatives like Go Lokal! and the One Town One Product (OTOP) program offer production infrastructure and market linkages to help SBEs scale and compete. Meanwhile, tax relief through the Magna Carta for SMEs and technological support via bodies such as the Department of Science and Technology (DOST) and the Technical Education and Skills Development Authority (TESDA) further bolster capacity and innovation.

IV. DISCUSSION

This study examined the current situation and future opportunities for Small Business Enterprises (SBEs) in

Barangay Bogtong, Legazpi City. It took a comprehensive approach by assessing different business types, market reach, operational strategies, challenges, and globalization best practices. Using a descriptive-correlational design based on the Resource-Based View (RBV) theory, the research provided key insights into the internal capabilities of these businesses, their responses to market pressures, and strategic paths for future development.

1. Business Landscape and Economic Role

In Barangay Bogtong, the business landscape is primarily made up of retail, food, and beverage small businesses, accounting for 72% of all surveyed enterprises. This concentration indicates a locally focused, consumption-based economy that meets basic needs. Such businesses typically demand lower startup costs and shorter establishment periods, appealing to potential entrepreneurs in low to middle-income areas. From a policy and development perspective, the business ecosystem emphasizes essential goods and services instead of pursuing higher-value or export-oriented opportunities.

A notable absence in the area is a strong presence of manufacturing or technology enterprises, often seen as drivers of innovation and regional economic diversity. This absence indicates a missed opportunity and highlights structural constraints like access to capital and technical skills infrastructure.

2. Market Reach and Growth Potential

Market reach is primarily localized, with 52.38% of small businesses (SBEs) operating exclusively in Barangay Bogtong and another 42.86% working at the regional level. A mere 4.76% of respondents indicated they conduct national operations. While this localized presence fosters strong relationships within the community, it also suggests that many businesses have not yet scaled or explored broader markets. Factors contributing to this limited reach include minimal engagement with digital platforms, insufficient e-commerce infrastructure, and a general risk aversion among entrepreneurs.

The Resource-Based View (RBV) theory highlights that growth is possible when firms utilize valuable, rare, inimitable, and non-substitutable (VRIN) resources. However, the results indicate that most SBEs lack differentiated products or services, restricting their ability to grow beyond their immediate market. This points to a need for innovative product development and

market segmentation strategies that cater to various consumer profiles.

3. Strategies to Improve Sales and Customer Satisfaction

The data emphasizes the effectiveness of traditional yet powerful customer engagement strategies. The leading methods featured exceptional customer service, product quality assurance, promotional offers, and personalized communication. These methods demonstrate a solid grasp of customer-focused business models, even in the absence of cutting-edge technology. Conversely, lower-ranked strategies like utilizing social media, maintaining an easy-to-navigate website, and gathering customer feedback suggest a lack of digital platform usage. This is troubling in an increasingly digital economy, particularly as these tools present low-cost, high-impact marketing options. The limited use of digital tools highlights the digital divide facing rural and semi-urban small businesses and signals the need for specialized digital literacy training.

4. Challenges Amid Globalizations

Among the key challenges identified, the most pressing are competition from established firms, high operational costs, and limited access to technology and skilled workers. These issues reflect trends in broader MSME literature, highlighting their systemic nature. Viewing this through the lens of globalization and dynamic capabilities theory, SBEs must consistently cultivate their ability to adapt and reorganize their internal resources in response to external changes. However, obstacles such as inadequate internet connectivity, technical difficulties, and susceptibility to cyberattacks demonstrate how infrastructural deficits can hinder the development of these dynamic capabilities.

Additionally, the talent gap—especially the challenge of attracting skilled workers—was recognized as an unexpected yet crucial limitation. While the scarcity of financial resources remains significant, human capital is similarly essential. Without investments in training, mentorship, and knowledge transfer, SBEs are likely to face ongoing difficulties in competitive and digital markets.

5. Best Practices for Benchmarking and Replication

The research revealed ten best practices: prioritizing quality products/services, nurturing customer relationships, and promoting a positive work environment were the most important. These practices demonstrate a robust service ethos and dedication to

community values. They also support strategic goals under the Resource-Based View (RBV): utilizing internal strengths and relational capital to gain a competitive edge.

Conversely, technology integration and business-to-business (B2B) collaboration were rated the lowest, suggesting either a lack of awareness or a belief that such practices are not relevant for micro-businesses. This points to a misunderstanding of long-term strategic tools and underscores the need for enhanced training programs focused on value chain improvement and technology implementation.

6. Prospects for Globalization and Strategic Planning

The most forward-thinking aspect of this study is the proposed Globalization Roadmap for SBEs in Bogtong. It outlines a clear strategy for entering new markets, enhancing competitiveness, embracing digital transformation, developing the workforce, and achieving financial sustainability. Each roadmap element is aligned with global business trends, emphasizing that SBEs—even in small barangays—can engage in international value chains when provided with appropriate support systems.

This roadmap highlights a growth mindset among the entrepreneurs in Bogtong, many of whom have shown a readiness to innovate and grow. It also highlights the importance of tailored, localized interventions that address specific community needs instead of one-size-fits-all, top-down approaches.

7. Implications for Stakeholders

This study provides entrepreneurs with a reflective tool to assess their strategies and a guide for responsible scaling. It highlights the need for local government units (LGUs) and policymakers to simplify regulatory frameworks, enhance infrastructure, and fund development programs tailored to small business enterprises (SBEs). The research adds to the literature on local entrepreneurship for academic institutions and could act as a framework for future case studies in analogous situations.

V. CONCLUSION

This chapter concludes the study entitled "Status and Prospects of Small Business Enterprises in Bogtong, Legazpi City" It summarizes key findings based on data collected via a structured survey questionnaire and analyzed with quantitative methods. The study aimed to evaluate the current state of small business enterprises (SBES) in Barangay Bogtong, assess their strategies,

identify challenges faced amid globalization, and highlight best practices for sustainable growth.

This research developed a thorough understanding of SBEs' operations within a semi-urban barangay in the Philippines. The findings did not only identify the strengths and weaknesses of these enterprises but also provided practical insights into their readiness to expand and adapt to an increasingly competitive and digital economy. This chapter consolidates all significant results, aligns them with the research objectives and questions, and sets the stage for formulating recommendations and proposed interventions to support the future growth of SBEs in Bogtong and similar communities.

Problem Statement

1. What is the condition of the small business in Bogtong, Legazpi City?
2. What are the strategies of small businesses in Bogtong, Legazpi City that can increase sales and customer satisfaction?
3. What are the challenges of small business enterprises in Bogtong, Legazpi city in the massive globalization?
4. What are the best practices that can be identified from successful small businesses in Bogtong, Legazpi City that can be applied to other similar communities?
5. What business marketing and operational plan could be proposed to globalize the small businesses in Bogtong, Legazpi City?

Findings

1. Small businesses in Bogtong, Legazpi City, are largely made up of retail and food and beverage companies, which account for 36% of all businesses. Manufacturing accounts for 4%, while services make up 12%, suggesting a smaller presence in the local economy. In terms of market reach, 50.00% of these businesses operate only at a local level, 45.45% serve the regional market, and just 4.55% have expanded to a national level, highlighting limited growth at a national scale. Breaking it down by product and service categories, 48% of businesses focus on food and drinks, while 32% fall into a broad "Others" category. In contrast, clothing makes up just 8%, health and wellness 4%, and technology is notably absent at 0%, revealing gaps in diversification. As hybrid business models become more prevalent, the number of established business categories can vary—between 22 and 23,

occasionally 24. This fluctuation arises from the merging of retail sectors, such as grocery stores with pharmacies or establishments that offer in-house catering. These hybrid setups blur categorical boundaries and impact how businesses are classified.

2. The strategies used by small businesses in Bogtong to boost sales and customer reach are: providing exceptional customer service ranked first with a sum of ranks equaling 26, ensuring high product/service quality second with a sum of ranks equaling 46, offering discounts and promotions are third with a sum of ranks equaling 69, engaging customers through personalized communication fourth with a sum of ranks equaling 92, and introducing new products or services to meet evolving needs at the fifth with a sum of ranks equaling 103. These results highlight the importance of customer-centric approaches, consistent quality, and innovation in driving business growth
3. Small businesses in Bogtong face several pressing challenges in the context of massive globalization. The most significant issue, ranked first with a sum of ranks of 30, is the difficulty in competing with well-established companies, which often have greater resources and brand recognition. High operational costs follow closely, ranked second with a sum of ranks of 41, indicating that financial strain is a major barrier to growth. The third most critical challenge is the lack of necessary technology and digital tools, with a sum of ranks of 54, which limits businesses' ability to modernize and compete in digital markets. Ranked fourth is the shortage of skilled employees, with a sum of ranks of 89, reflecting the need for a more capable workforce to support business operations.
4. The top best practices for small businesses in Bogtong to benchmark include offering quality products and services, which ranks first with a sum of ranks of 33. Building strong customer relationships comes second, with a sum of ranks of 49, emphasizing the importance of customer loyalty and engagement. Creating a positive business work environment is ranked third, with a sum of ranks of 69, highlighting the role of a supportive workplace in business success. Maintaining financial discipline is fourth with a sum of ranks of 89, indicating the necessity of sound financial management. Becoming flexible with market changes is fifth with a sum of ranks of 106,

reflecting the need for adaptability in a dynamic market. Other notable practices include investing in employee training is sixth, with a sum of ranks of 134, generating customer feedback is seventh, with a sum of ranks of 152, using social media for marketing is eighth, with a sum of ranks of 178, building relationships with other businesses is ninth, with a sum of ranks of 187, and integrating technology into business is tenth, with a sum of ranks of 213.

5. To support the globalization of Bogtong's small businesses, a comprehensive marketing plan is proposed. The vision is to position Bogtong as a hub for sustainable, community-driven micro-enterprises with global reach.

Conclusions:

Following a thorough examination of data and literature, the study reaches the following conclusions:

1. The small business landscape in Bogtong is concentrated in local retail and food sectors, indicating a need for diversification and broader market engagement.
2. Customer-focused strategies, including excellent service, quality assurance, and innovation, are key drivers of sales growth and customer loyalty among Bogtong's small enterprises.
3. Small businesses in Bogtong face significant barriers to globalization, primarily due to limited resources, outdated technology, and a shortage of skilled labor.
4. The most successful small businesses in Bogtong thrive by prioritizing quality, strong customer relationships, a positive work culture, and financial discipline.
5. A strategic and collaborative approach involving digital transformation, branding, and tourism integration is essential to elevate Bogtong's small businesses to the global stage

Recommendations

Based on the findings and conclusions reached, this study offers the following recommendations:

1. Encourage and support business diversification through training programs, market research assistance, and incentives for exploring underrepresented sectors such as technology, health, and creative industries
2. Provide continuous capacity-building workshops on customer service excellence, product development, and personalized marketing to help

businesses sustain and enhance customer engagement

3. Establish a local support hub offering access to affordable digital tools, technical training, and workforce development programs in partnership with educational institutions and government agencies
4. Promote peer learning and mentorship programs that enable successful entrepreneurs to share best practices and provide recognition or incentives for businesses that demonstrate excellence in these areas.
5. Develop and implement a comprehensive business globalization roadmap that includes digital infrastructure development, a "Made in Bogtong" branding campaign, and partnerships with tourism stakeholders to showcase local products. Public-private partnerships with NGOs, local government units, and investors can provide funding and mentorship, while integrating local products into tourism packages and souvenir shops can further enhance visibility and market access.

Significance of the Present Study

The present study is significant as it provides a comprehensive analysis of the current state, strategies, challenges, and best practices of small business enterprises (SBEs) in Barangay Bogtong, Legazpi City. By identifying the dominant business types, market reach, and sectoral gaps, the study offers valuable insights into the structure and potential of the local entrepreneurial ecosystem. It highlights the importance of customer-centric strategies, innovation, and adaptability in driving business growth, while also exposing the critical barriers that hinder small businesses from competing in a globalized economy—such as limited access to technology, skilled labor, and financial resources.

Furthermore, the study contributes to local economic development planning by presenting evidence-based recommendations and a proposed business plan aimed at enhancing the global competitiveness of Bogtong's SBEs. It serves as a practical guide for policymakers, development organizations, and entrepreneurs in designing targeted interventions that promote sustainability, inclusivity, and resilience. Ultimately, this research underscores the vital role of small businesses in community development and their potential to thrive through strategic support and collaborative efforts

Limitations of the Present Study

While this study provides valuable insights into the small business ecosystem of Barangay Bogtong, Legazpi City, it is not without limitations. First, the study is geographically limited to a single barangay, which may not fully represent the broader conditions of small businesses in other parts of Legazpi City or the Bicol Region. As such, the generalizability of the findings may be constrained. Second, the data collection relied heavily on self-reported responses and rankings, which may be subject to personal bias or limited by the respondents' knowledge and experience.

Third, the study primarily used qualitative and descriptive quantitative methods, without incorporating more advanced statistical analyses or longitudinal data that could provide deeper insights into trends and causality. Fourth, the absence of real-time financial and operational data from businesses limited the ability to assess actual performance outcomes. Lastly, the proposed business plan and recommendations were not tested through pilot implementation, which would be necessary to evaluate their practical effectiveness and scalability. Future research should consider expanding the geographic scope, employing mixed-method approaches, and conducting follow-up studies to validate and refine the findings.

Future Research Directions

Building on the findings and limitations of the present study, several directions for future research are recommended. First, expanding the geographic scope beyond Barangay Bogtong to include other barangays or municipalities in the Bicol Region would provide a more

comprehensive understanding of small business dynamics across diverse local contexts. Comparative studies could reveal regional patterns, strengths, and challenges that are not visible in a single-community analysis.

Second, future research should incorporate more robust quantitative methods, including statistical modeling and longitudinal data analysis, to examine trends over time and establish causal relationships between business strategies and performance outcomes. This would enhance the reliability and depth of insights into what drives small business success or failure.

Third, there is a need for sector-specific studies that focus on underrepresented industries such as technology, health and wellness, and creative enterprises. These studies could explore the unique barriers and opportunities within each sector and provide tailored recommendations for growth and innovation.

Fourth, future studies should consider evaluating the implementation and impact of proposed business plans or policy interventions through pilot programs or case studies. This would allow researchers to assess the practical effectiveness of strategies such as digital transformation, branding initiatives, and public-private partnerships.

Lastly, incorporating the perspectives of consumers, local government officials, and other stakeholders would enrich the analysis and ensure that future recommendations are inclusive, feasible, and aligned with community development goals.

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