

Conference Paper

Business Strategies of Micro Manufacturing Enterprises in the Province of Quezon

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Abstract

This study examines the business strategies used by the micro manufacturing enterprises in the four districts of Quezon province. More so, it investigated as to what level of extent do these businessmen implemented strategies on production, marketing, human resource management, financial, and research and development. The survey method was used to gather data from 193 Micro Manufacturing Enterprises owners or managers in the entire province of Quezon. They were selected using stratified random sampling method from among the lists provided by the Department of Trade and Industry. More specifically, enterprises analyzed are in the category of Micro with employment capacity ranging from 1-199 employees. Five Null hypotheses were tested to identify the level of extents used by micro manufacturers in terms of production, marketing, human resource management, financial and research and development strategies. Data for this study was analyzed using Statistical Package for Social Sciences (SPSS), and Analysis of Variance (Anova) at .05 level of significance to test the hypotheses. The findings revealed that there are no significant effects on the adoption of strategies pertaining to production, marketing, human resource management, financial and research and development when these respondents were grouped according to age, sex, civil status, and number of trainings participated in. Clearly, the findings of this study disclosed that educational attainment is significantly important when a business has to be sustained and operated at its optimum advantage.

Keywords: Business strategies, enterprises, manufacturing, micro.

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1. Introduction

Business strategies provide overall direction to the enterprises and involve specifying the organization's objectives, developing policies and plans to achieve objectives. Micro enterprises, the smallest component of the Small and Medium Enterprises (SMEs) sector, are increasingly the largest sources of employment in many developing

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countries, thus SMEs have to assure that they will deliver effective strategies for sustainability.

Manufacturing companies would need strategies to stay competitive, which should specify both the markets' competitive advantages and the way to achieve those [1]. The foundation of manufacturing strategy is based on argument that manufacturing is often missed in the corporate strategy although they affect each other [2].

Manufacturing strategy has been defined as "the effective use of manufacturing strengths as a competitive weapon for the achievement of business and corporate goals"[3]. To remain competitive, companies must understand market requirements, customers' needs and expectations, and competitors' performance. Manufacturing strategy can be used to create this fit between market requirements and operations' resources [4]. Despite many researchers' definitions of manufacturing strategy from different angles, its core concepts remain the same, and its common theoretical distinction consists of content and process [3-5]. The predominant construct of manufacturing strategy content comprises strategic decisions, that is, "the set of actions that help achieve the operations and corporate goals" and competitive priorities, that is, the "collection of goals pursued by the operations function of any organization" and "the areas in which the operations must be focused on to be able to provide organizational competitive advantage"[6]. Although the manufacturing strategy concept is attractive to many firms, its operationalization on the factory floor remains problematic. Process is how the manufacturing strategy is developed, consisting of the ways for its formulation and implementation [3, 4, 7]. Operationalization refers to "the decisions that manufacturing executives have to make" and requires constant interpretation of highly abstract competitive priorities in terms of more tangible and measurable decisions and actions [8]. However, the earlier evolution of the field was around the manufacturing function [2, 9], and historically, manufacturing strategy had been the term used, now the term operations strategy coexists with it, and both are used interchangeably. One major reason might be that 3 operations cover a wider area of activities (e.g., purchasing, logistics, etc.) than the core manufacturing process [10]. In this thesis as well, the terms are used interchangeably.

Now, it becomes imperative for the manufacturer to implement competitive strategies for business sustainability and survival. Hence, many facets of this endeavour such as production, marketing, human resource management, finance, and research and development have to be taken care of.

MMEs play a vital role in the development and recovery of a particular place hence profound attention must be habituated constantly by the community and officials of

the locality and the region as well. Consequently, a study like this will play an important role in improving the strategies used by different establishments and will be able to adapt some by those who would like to excel in the business sector where they are engaged in.

Quezon is a province of the Philippines in the CALABARZON region of Luzon Island which joins NCR and region 3 as the top three regions with the biggest shares of total income generated from local sources, mostly from tax revenues which are eventually brought by enterprises in the region.

Micro, Small, and Medium Enterprises (MSMEs) comprise 99.6% or 816,759 of all registered business enterprises in the Philippines and employ 70% of the workforce [11]. Out of 816,759 MSMEs in the country 91% or 743,250 accounts for Micro, 8.6% for Small Enterprises and 0.4% or 3,287 is for Medium Enterprises. This data showed that micro businesses mostly constitute the overwhelming source of employment.

The recent trends in value added by MSMEs in the country and their sales indicate a growing share. MSMEs as a whole have been steadily growing year after year with the overall industrial growth, as indicated by relevant factors, including the number of establishments and the number of employees. Based on Republic Act 6977 enacted in 1991 as amended by RA 8289 and further amended by RA 9501 (the Magna Carta for Micro, Small and Medium Enterprises) defined MSMEs as any business activity or enterprise engaged in industry, agribusiness and/or services, whether single proprietorship, cooperative, partnership or corporation whose total assets, inclusive of those arising from loans but exclusive of the land on which the particular business entity's office, plant and equipment are situated must have value falling under the following categories:

Micro : not more than 3,000,000.00

Small : 3,000,001.00 to 15,000,000.00

Medium: 15, 000, 000.01 to 100,000,000.00

Alternatively, MSMEs may also be categorized based on the number of employees:

Micro: 1-9 employees Small: 10 - 99 employees Medium: 100 - 199 employees

The major classification used by most countries to define MSMEs is through assets and employment size. However, the size ranges of their classification differ, since

developed countries have large industries than the less developed ones. Hence, what might be considered as “small” or “large” category for developing countries like the Philippines cross compatibility with other countries for cross country comparison, is sometimes inappropriate or could not be used as basis for a policy recommendation. [12]

Department of Trade and Industry (DTI) assisted MMEs in four districts of Quezon province comprises 373 establishments. Majority of the operated MMEs in the province could be found in the second district with 170 establishments; 106 from first district; 65 from fourth district, and 32 from the third district.

Seizing it up, MMEs plays a vital role in the development and recovery of a particular place hence profound attention must be habituated constantly by the community and officials of the locality and the region as well.

Consequently, a study like this will play an important role in improving the strategies used by different establishments and will able to adapt some by those who would like to excel in the business sector where they are engaged in. More so, this study aims to determine the business strategies of small manufacturing enterprises in the province of Quezon and find out the significant differences in the respondents’ assessment on effectiveness of the business strategies of micro manufacturing enterprises in terms of respondents profile. Also, find out how these micro manufacturers assess the effectiveness of business strategies in terms of production, marketing, human resource management, financial, and research and development.

2. Objectives of the Study

The primary objective of this study was to determine the business strategies of micro manufacturing enterprises (MMEs) in the province of Quezon. Other objectives include: 1. To emphasize on the competitive business strategies for appropriate implementation in favour of functioning micro manufacturer sector; 2. To extend the focus given to micro manufacturers by the authority concern so as to occupy rightful position as an agent of employment generation; and 3. To re-echo the role of business strategies on sustainable business endeavour; and 4. To find out if there is significant difference on the assessment of respondents in terms of production, marketing, human resource management, financial and research and development strategies when they are grouped according to profile.

Hypothesis was tested at .05 level of significance to find answer to objective number 4.

3. Methods

The descriptive survey method was used in this study. More so, opinion-based research method was involved since the researcher designed a questionnaire in collecting quantitative data. The researcher considered specifically the MME owners or managers in the four districts of Quezon. A total of one hundred ninety three participants were obtained from a population of three hundred seventy using Slovin's formula. The lists were based on the current list of registered establishments provided by DTI. It consisted of 193 owners and managers who are all legally operating their business from the four districts of Quezon. District 1 is composed of 57 owners/managers, District 2 is composed of 91 respondents, District 3 is composed of 15 business owners and 33 respondents from District 4. The sampling technique used by the researcher is Stratified random sampling. The instrument validation was conducted from five experts in the same business category located in Laguna namely, Collettes, Elmare, Jimmy's Lambanog, Crescent Lady Finger and Binusang Chicharon. Furthermore, the researcher used Cronbach alpha to test its reliability. Frequency distribution was used to describe the data and percentage to show the proportion of the sample displaying a particular response. More so, weighted Mean was used to determine the extent of business strategies effectiveness and one-way Analysis of Variance (Annova) to measure the effectiveness of the micro manufacturer's strategies in Quezon province.

4. Results and Discussion

Table 1 shows the assessment of respondents when grouped according to profile. As to age group, they stated that production strategies of MMEs play a very great extent as seen in the general weighted mean of 4.548. However, an author suggested that even though the strategic role of manufacturing is developed along a continuum, there are four stages that are identifiable, which can reveal the firm's position and the required transformations in order to move it to the next stage or to keep it from sliding to a lower stage. At one end of the stages, production offers very little support to a firm's success, whereas, at the other end it contributes significantly to the competitive advantage of the firm [13]. Marketing strategies which obtained the highest general weighted mean was "availability of product" and both "sales promotion" and "advertising" got the lowest general weighted mean. Young entrepreneurs agreed that there is a very great extent placed on marketing strategies as it help achieve the success of every

TABLE 1

Table 1. Assessment of Respondents to Business Strategies When Grouped According to Profile

RESPONDENTS' PROFILE	PRODUCTION		MARKETING		HRM		FINANCIAL		R & D	
	GWM	VI	GWM	VI	GWM	VI	GWM	VI	GWM	VI
AGE	4.54	VGE	4.52	VGE	4.36	GE	4.26	GE	4.00	GE
17 years old and below	4.50	VGE	4.70	VGE	4.28	GE	4.8	GE	4.33	GE
18-25 years old	4.55	VGE	4.49	GE	4.39	GE	4.2	GE	3.86	GE
26-33 years old	4.61	VGE	4.52	VGE	4.36	GE	4.13	GE	4.02	GE
34-41 years old	4.53	VGE	4.42	GE	4.38	GE	4.09	GE	3.89	GE
42 years old and above	4.55	VGE	4.46	GE	4.37	GE	4.11	GE	3.93	GE
SEX	4.56	VGE	4.46	GE	4.38	GE	4.12	GE	3.93	GE
Male	4.56	VGE	4.40	GE	4.36	GE	4.11	GE	3.89	GE
Female	4.55	VGE	4.51	VGE	4.39	GE	4.13	GE	3.97	GE
CIVIL STATUS	4.55	VGE	4.46	GE	4.37	GE	4.17	GE	3.93	GE
Single	4.44	GE	4.61	VGE	4.29	GE	4.15	GE	3.83	GE
Widow	4.42	GE	4.40	GE	4.37	GE	3.99	GE	3.77	GE
Married	4.56	VGE	4.46	GE	4.38	GE	4.14	GE	3.96	GE
Separated	4.63	VGE	4.36	GE	4.21	GE	3.98	GE	3.67	GE
HIGHEST EDUC. ATTAINMENT	4.55	VGE	4.46	GE	4.37	GE	4.12	GE	3.94	GE
Doctoral degree holder	5.00	VGE	5.00	VGE	4.57	VGE	4.20	GE	4.33	GE
College graduate	4.64	VGE	4.48	GE	4.34	GE	4.14	GE	3.99	GE
College undergraduate	4.61	VGE	4.54	VGE	4.43	GE	4.14	GE	4.03	GE
High school graduate	4.38	VGE	4.32	GE	4.34	GE	4.05	GE	3.77	GE
High school undergraduate	4.75	VGE	4.72	VGE	4.64	VGE	4.40	GE	3.67	GE
Grade school	4.67	VGE	4.86	VGE	5.00	VGE	4.00	GE	4.00	GE
NO. OF TRAININGS	4.58	VGE	4.50	GE	4.39	GE	4.12	GE	3.95	GE
1 to 3	4.58	VGE	4.50	VGE	4.39	GE	4.11	GE	3.96	GE
4 to 6	4.56	VGE	4.64	VGE	4.39	GE	4.50	VGE	4.08	GE
7 to 9	4.75	VGE	4.50	VGE	4.29	GE	4.40	GE	3.33	GE
12 and above	5.00	VGE	4.11	GE	4.14	GE	4.20	GE	3.00	GE

business endeavor [14], age was significant and it was concluded that age was significantly related to type of work structure. The younger the adolescent, the more likely they were to be youth entrepreneurs. Human resource management strategies were given a great extent rating by the respondents. The younger entrepreneur generation the highest was the extent placed on financial strategies as they run the business enterprise. Predominantly, in terms of Research and Development, focus on innovative products were given the most favored attention by the respondents with a general weighted mean of 4.586 while investment to R & D was ranked the least. Most notably, the younger the entrepreneurs, the more innovative they are. The goal of innovation is positive change, to make someone or something better. International competition and sustainable growth have increased the importance of Research and Development (R&D) expenditure. So for this, a good R&D level is required for whole countries. The increase of the R&D level forms a basis for the innovation to move [15].

Remarkably, when respondents were grouped according to sex both male and female revealed that there must have a very great extent to production business

strategies but limit attention to the trainings of production staff. As to marketing strategies, male respondents revealed that availability of products were given a very great extent with the highest weighted mean. On the other hand, the least weighted mean was obtained by advertising strategy. Generally, a great extent was the assessment of both male and female to human resource management strategies. Accordingly, quality workforce was given the highest importance by both male and female while HR outsourcing was assessed the least. In terms of financial strategies, both male and female assessed the same for MMEs where obtaining short-term credit was ranked first and obtaining long-term credit got the lowest weighted mean. Financial institutions and academics who have studied the respective investing habits of men and women do agree: Men are generally more confident about investing, while women are more goal-directed and trade less [16]. Thus, male respondents displayed a higher weighted mean than female as to investing for business. However, female respondents placed a higher degree of increase investment than male because they are goal setters and doesn't want to trade more from the outside sources. Most notably, male and female respondents had the same assessment on the use of research and development strategies by the MMEs owner. And it was noted that focus on innovative products obtained the highest general weighted mean and the lowest general weighted mean for R&D investment.

In terms of civil status, separated respondents affirmed to a very great extent superseded by widow respondents. Notably, it was additional investment for production which got the highest general weighed mean and lastly was production staff training. Overall, single respondents were most favourable who placed a very great extent to marketing strategies and it was separated respondents who was ranked last. Ergo, marketing strategies used by micro manufacturing enterprises in Quezon province was most favourably implemented by single respondents specifically in terms of availability of products and ranked last was advertising. By and large, quality workforce was the priority focus of human resource management strategies of MMEs owner-respondents regardless of their civil status. In fact, owner-respondents when grouped according to civil status, coincide to the same view of extent given to these strategies. However, values vary on the general weighted mean obtained by each group of respondents. Married respondents were ranked 1 and separated obtained the least.

Inasmuch as civil status is concerned, table 1 revealed that these group of respondents agreed that quality workforce was rated very great extent and HR outsourcing was ranked last. In as far as a human resource management strategy is concern it is of great importance for the entrepreneurs to consider HR outsourcing because it will

help them lessen the cost of human resource training. Remarkably, they had the same assessment on the level of extent given to financial strategies which is “to a great extent”. However, looking into the order of their assessment, it was single respondents who were ranked 1 and last were the separated respondents. Furthermore, obtaining short-term credit got the highest weighted mean and it was “obtaining long-term credit” that garnered the lowest general weighted mean. Most notably, married respondents gave the highest level of extent to research and development preceded by separated respondents. In addition, it was revealed that research and development must focus on innovative products and investment to R & D.

Generally, very great extents were given by these respondents considering their highest educational attainment. Hence, the groups with the highest general weighted mean of 5.0 were the doctoral degree holder and 4.38 general weighted mean for high school graduate. More so, it was additional investment for production that got the highest general weighted mean of 4.98 and general weighted mean of 4.34 was garnered by production staff training. Generally speaking, a very great extent was placed by doctoral degree holders as to the highest regard given to marketing strategies. On the contrary, high school graduate respondents were ranked the least with a verbal interpretation of a great extent. Remarkably, respondents who are high school undergraduates were those who placed a very great extent to human resource management and second to the highest weighted mean were revealed by college undergraduates and high school graduate respondents which were ranked last. As to the HRM strategies, it was quality workforce which garnered the highest general weighted mean of 4.94 and HR outsourcing was ranked last with a general weighted mean of 3.92. Overall, great extents were given by respondents in terms of financial strategies when grouped according to highest educational attainment. Notably, high school undergraduates gave the highest general weighted mean and the lowest weighted mean were given by grade school respondents. More so, financial strategies which garnered the highest general weighted mean of 4.35 were obtaining short-term credit and the last was obtaining long-term credit with a general weighted mean of 3.88. Generally, research and development strategies were viewed as of great extent by the respondents when grouped according to highest educational attainment having a general weighted mean of 3.94. To support, the group of respondents who rated the highest for research and development strategies were doctoral degree holders. However, the group that was ranked last was those who did not finish their high school studies. In addition, it was the “focus on innovative products that was ranked first and investment to R& D got the lowest general weighted mean.

Remarkably, very great extents were given by these respondents to production strategies when they are grouped according to number of related trainings participated. In fact, it was obvious in table 1 that Group 4 (with 12 and above trainings), placed the highest extent with a general weighted mean of 5.0. While Group 2(4-6 trainings) obtained the lowest general weighted mean of 4.56. Wherefore, it is a self-evident that the more training attended by the owner-respondents the more extents was given to these production strategies. Also, as reflected in table, additional investment for production got the highest general weighted mean of 4.98 and ranked last was production staff training with a general weighted mean of 4.39. Accordingly, it is not the number of business related trainings by owner-respondents precept the highest degree of extent given to marketing strategies. Overall, great extents were given to human resource management strategies. Group 1 and 2, rated the same as to the extent given to marketing strategies with an equal weighted mean. In terms of HRM strategies, it was quality workforce which obtained the highest general weighted mean and HR outsourcing got the lowest general weighted mean. Therefore, number of related trainings participated in by the respondents doesn't ruled the importance given to human resource management strategies. Therefore, owner-respondents who attended 4-6 business related trainings had a very broad view on financial strategies and must be given the highest importance as to business operation. More so, owner-respondents who attended 4-6 business related trainings had a highest importance given to research and development strategies and those who attended the most number of trainings had a lowest extent given to this research and development strategies.

TABLE 2

Table 2. Significant Differences among Production, Marketing, Human Resource Management, Financial, and Research and Development Strategies When Respondents are Grouped According to Age

Business Strategies	Age	Mean	F-Value	P-value	Decision	Remarks
Production	18 to 25 years old	4.50	0.776	0.509	Accept Ho	Not Significant
	26 to 33 years old	4.55				
	34 to 41 years old	4.61				
	42 years old and above	4.53				
Marketing	18 to 25 years old	4.67	0.893	0.446	Accept Ho	Not Significant
	26 to 33 years old	4.49				
	34 to 41 years old	4.52				
	42 years old and above	4.42				
Human Resource Management	18 to 25 years old	4.29	0.118	0.949	Accept Ho	Not Significant
	26 to 33 years old	4.40				
	34 to 41 years old	4.36				
	42 years old and above	4.38				
Financial	18 to 25 years old	4.80	2.161	0.094	Accept Ho	Not Significant
	26 to 33 years old	4.20				
	34 to 41 years old	4.13				
	42 years old and above	4.10				
Research and Development	18 to 25 years old	4.33	1.259	0.290	Accept Ho	Not Significant
	26 to 33 years old	3.87				
	34 to 41 years old	4.02				
	42 years old and above	3.89				

Table 2 shows that there is no significant difference on the assessment of respondents in terms of production, marketing, human resource management strategies, financial, and research and development strategies when they were grouped according to age. It indicates that the mean differences between and among all strategies and age is statistically not significant. Therefore, null hypothesis (Ho) is accepted.

TABLE 3

Table 3. Significant Differences Among Production, Marketing, Human Resource Management, Financial, and Research and Development Strategies When Respondents are Grouped According to Sex

Business Strategies	Sex	Mean	t-Value	P-value	Decision	Remarks
Production	Male	4.56	0.103	0.779	Accept Ho	Not significant
	Female	4.55				
Marketing	Male	4.40	-1.828	0.406	Accept Ho	Not significant
	Female	4.51				
Human Resource Management	Male	4.36	-0.966	0.718	Accept Ho	Not significant
	Female	4.39				
Financial	Male	4.11	-0.505	0.540	Accept Ho	Not significant
	Female	4.13				
Research and Development	Male	3.89	-1.104	0.098	Accept Ho	Not significant
	Female	3.97				

Table 3 shows that there is no significant difference on the assessment of respondents in terms of production, marketing, human resource management strategies, financial, and research and development strategies when they were grouped according to sex. It indicates that the mean differences between and among all strategies and sex is statistically not significant. Therefore, null hypothesis (Ho) is accepted.

Table 4 shows that there is no significant difference on the assessment of respondents in terms of production, marketing, human resource management strategies, financial, and research and development strategies when they were grouped according to civil status. It indicates that the mean differences between and among all strategies and civil status is statistically not significant. Therefore, null hypothesis (Ho) is accepted.

Table 5 exhibits the significant differences on the assessment of respondents in terms of production, marketing, human resource management, and research and development strategies when they were grouped according to highest educational attainment. However, financial strategy has no significant difference. It indicates that the mean differences between and among production, marketing, human resource management, and research and development strategies and highest educational attainment is statistically significant. Therefore, null hypothesis (Ho) is rejected. On the other hand, null hypothesis for the significant difference on financial strategy and highest educational attainment is accepted.

TABLE 4

Table 4. Results of Significance of Difference among Production, Marketing, Human Resource Management, Financial and Research and Development Strategies When Owner-Respondents are Grouped According to Civil Status

Business Strategies	Civil Status	Mean	F-Value	P-value	Decision	Remarks
Production	Single	4.44	1.059	0.368	Accept Ho	Not Significant
	Widow	4.42				
	Married	4.56				
	Separated	4.63				
Marketing	Single	4.61	0.430	0.732	Accept Ho	Not Significant
	Widow	4.40				
	Married	4.46				
	Separated	4.36				
Human Resource Management	Single	4.29	1.283	0.282	Accept Ho	Not Significant
	Widow	4.37				
	Married	4.39				
	Separated	4.21				
Financial	Single	4.15	1.637	0.182	Accept Ho	Not Significant
	Widow	3.99				
	Married	4.13				
	Separated	3.98				
Research and Development	Single	3.83	1.694	0.170	Accept Ho	Not Significant
	Widow	3.77				
	Married	3.97				
	Separated	3.67				

Table 6 shows that there are no significant differences on the assessment of respondents in terms of production, marketing, human resource management, and research and development strategies when they were grouped according to number of trainings participated in. However, assessment on financial strategy and number of trainings participated in is significantly different. It indicates that the mean differences between and among production, marketing, human resource management, and research and development strategies and number of trainings participated in is statistically significant. Therefore, null hypothesis (Ho) is accepted on production, marketing, human resource management, and research and development strategies. On the other hand, null hypothesis for the significant difference on financial strategy and number of trainings participated in is rejected.

5. Conclusion and Recommendation

The study concluded that micro manufacturers in Quezon are in the mid-range of age and a congruent numbers in terms of male and female entrepreneurs. Majority are married who are predominantly college undergraduates and attended less number of trainings.

TABLE 5

Table 5. Results of Significance of Difference among Production, Marketing, Human Resource Management, Financial and Research and Development Strategies When Respondents were Grouped According to Highest Educational Attainment

Business Strategies	Highest educational attainment	Mean	F-Value	P-value	Decision	Remarks
Production	Doctoral degree holder	5.00	4.945	0.000	Reject Ho	Significant
	Master's degree holder	4.64				
	College graduate	4.61				
	College undergraduate	4.38				
	High school graduate	4.75				
	High school undergraduate	4.67				
	Grade school	4.55				
Marketing	Doctoral degree holder	5.00	2.519	0.031	Reject Ho	Significant
	Master's degree holder	4.48				
	College graduate	4.54				
	College undergraduate	4.32				
	High school graduate	4.72				
	High school undergraduate	4.86				
	Grade school	4.46				
Human Resource Management	Doctoral degree holder	4.57	2.934	0.014	Reject Ho	Significant
	Master's degree holder	4.34				
	College graduate	4.43				
	College undergraduate	4.34				
	High school graduate	4.64				
	High school undergraduate	5.00				
	Grade school	4.37				
Financial	Doctoral degree holder	4.20	1.302	0.265	Accept Ho	Not Significant
	Master's degree holder	4.14				
	College graduate	4.14				
	College undergraduate	4.05				
	High school graduate	4.40				
	High school undergraduate	4.00				
	Grade school	4.12				
Research and development	Doctoral degree holder	4.33	2.364	0.041	Reject Ho	Significant
	Master's degree holder	3.99				
	College graduate	4.03				
	College undergraduate	3.77				
	High school graduate	3.67				
	High school undergraduate	4.00				
	Grade school	3.94				

When it comes to respondents' assessment on the effectiveness of strategies when grouped according to age, young entrepreneurs place a highest extent to marketing and those in the mid-range of age placed the lowest extent to marketing strategies. On the other hand, the young entrepreneurs were the only group of respondents who placed the lowest extent to human resource management and the rest gave the same extent to HRM strategies. In terms of financial strategies, the younger generation of entrepreneurs garnered the highest extent while those older respondents indicated lowest extent to this strategy. As to sex of respondents, male gave the highest extent to production while female placed highest extent to marketing, financial and research and development strategies. In terms of civil status, separated entrepreneurs assessed highest to the level of effectiveness of production strategies and widow had the lowest extent to this strategy. On the other hand, single respondents revealed highest extent

TABLE 6

Table 6. Significant Differences among Production, Marketing, Human Resource Management, Financial and Research and Development Strategies When Respondents were Grouped According to Number of Trainings

Business Strategies	No. of trainings participated (for the last two years)	Mean	F-Value	P-value	Decision	Remarks
Production	1 to 3	4.58	0.548	0.548	Accept Ho	Not Significant
	4 to 6	4.56				
	7 to 9	4.75				
	10 to 12	5.00				
	12 and above	4.58				
Marketing	1 to 3	4.50	0.472	0.702	Accept Ho	Not Significant
	4 to 6	4.64				
	7 to 9	4.50				
	10 to 12	4.11				
	12 and above	4.50				
Human Resource and Management	1 to 3	4.39	0.359	0.359	Accept Ho	Not Significant
	4 to 6	4.39				
	7 to 9	4.29				
	10 to 12	4.14				
	12 and above	4.39				
Financial	1 to 3	4.11	2.668	0.049	Reject Ho	Significant
	4 to 6	4.50				
	7 to 9	4.40				
	10 to 12	4.20				
	12 and above	4.12				
Research and development	1 to 3	3.96	1.983	0.118	Accept Ho	Not Significant
	4 to 6	4.08				
	7 to 9	3.33				
	10 to 12	3.00				
	12 and above	3.95				

to marketing and financial strategies. Human resource strategies were favoured most by married respondents as well as research and development strategies. When it comes to highest educational attainment, those doctorate degree holders assessed highest level of effectiveness to production, marketing, human resource management, financial and research and development strategies, except for HRM strategies where high school undergraduate entrepreneurs gave the same level of extent. In terms of number of trainings participated in by these respondents, those with most numbered of trainings placed a highest extent to production strategies. However, those with lesser number of trainings gave the highest level of extent to marketing, human resource management, and research and development strategies. But, for financial strategies, entrepreneurs with an average number of trainings revealed highest level of extent.

Based on the results of the study, there is no significant difference on the assessment of respondents in terms of production, marketing, human resource management, financial and research and development when they are grouped according to age. Likewise, no significant differences on business strategies were obtained in this study when these respondents were grouped according to sex. Also, when respondents were grouped according to civil status, there were no significant differences found in all business strategies. However, when respondents were grouped according to highest educational attainment, there were significant differences on production, marketing, human resource management and research and development strategies. Except for financial strategy in which no significant difference was obtained. As to number of trainings, there is no significant difference to production, marketing, human resource management and research and development but with significant difference on financial strategy.

Business strategies were so important to all business enterprises to get sense of how they are performing and what their capabilities are to help them grow. Due to failures of mostly start-ups small businesses in the Philippines which has been cited by 2016 statistics published by the Small Business Administration [17], about 78% survive the first year and about half of all employer establishments survive for at least five years. A third survives ten years or more. This is a far cry from the previous long-held belief that 50 percent of businesses fail in the first year and 95 percent fail within five years. Thus, it is necessary to come across with the best and appropriate strategies as they move from one stair going up. Part of the Strategic marketing management model [18], it is very important to consider the strategic analysis which takes into account the creation, adaption and implementation of business strategies. With this, the first step has to incline with alternate business strategies like functional strategies. Therefore, part of the study was to evaluate the level of extents given by the micro manufacturers on the different components of business strategies like: production, marketing, human resource management, financial and research and development. Despite the implemented business strategies by the businessmen, failures come along their way which makes them more vibrant in improving such to become competitive in the industry. Consequently, as the owners started up younger, they seem to be more idealistic and becoming focused on marketing, financial, and research and development strategies. More so, family men or married are concluded to be more concern with human resource management strategies while, singles are more financially oriented, makes wise use of investment and the eagerness to apply product development though the enhancement of research and development strategies. Consequently, when business

owners attained the highest educational level, they become more involved in production, marketing and research and development strategies. In addition, the researcher presumed that the owner-respondents with the most numbered trainings are production strategy- oriented but the businessmen with the least number of trainings are more inclined with financial strategies. As the research has demonstrated, age generally has no substance in the use of business strategies. Likewise, there is also no effect for business strategies implementation when the researcher looks into the sex of owner-respondents. In addition, it was not significant for the study to consider the civil status of businessmen in pursuit of business strategies. However, there were significant effects on production, marketing, human resource management and research and development to the evaluation of respondents as to the level of education they attained. On the contrary, the number of trainings attended by these respondents has no after effect to the use of business strategies. By all counts and with proven results on this study, it is immaterial for micro manufacturers in Quezon province to contemplate on age, sex, civil status, and number of trainings participated in to the utilization of production, marketing, human resource management, financial, and research and development strategies. However, educational attainment has a great impact on the application of the above mentioned business strategies.

The following recommendations are offered for related research:

1. Studies on both external and internal business analysis that includes customers, competitors, market and sub-market, environmental analysis and business performance analysis should be done.
2. Given the different profile of entrepreneurs, a series of longitudinal study on their characteristics is recommended.
3. Research of other business strategies of micro manufacturers that provides a means of improving this research would be of value to future researchers should be done.
4. While this study focused on determining the level of effectiveness of micro manufacturers' business strategies, such an effort would enable businessmen to derive the most effective strategies for competitiveness and sustainability. Therefore, it is recommended that evaluation on the most competitive strategies should be conducted.
5. In addition, business owners regardless of their age must be provided with trainings relevant to business strategies implementation and not by themselves focus only on the traditional way of approaching customers.

6. Also, entrepreneurs in this micro category be encouraged by any government and non-government agencies to pursue continuous learning either formal or informal education to enhance their abilities in managing a business for its sustainability.
7. Provide a minimal number of trainings for manufacturers where most of them if not all be convinced to take part on the trainings provided by government agencies particularly on marketing strategies.
8. In terms of human resource management, it does not require most number of trainings. Therefore micro manufacturers should be provided with reading materials to enhance their skills in managing people.
9. Financial strategies should be integrated to business-related seminars specifically for the micro entrepreneurs so that it will broaden their insights on the importance of this aspect to business.
10. Minimum number of quality trainings should be provided to these entrepreneurs by the government agency which will coincide with the most convenient time of these individuals.

Author's Note

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