

Key success factors and entrepreneurial orientation of one town one product in the Province of Cavite

Profeta, Jollimar M. ✉

Graduate School, Lyceum of the Philippines University - Batangas, Philippines

Ylagan, Alex D.

Lyceum of the Philippines University - Batangas, Philippines (Alexylagan04@gmail.com)



ISSN: 2243-7770
Online ISSN: 2243-7789

OPEN ACCESS

Received: 25 May 2024

Revised: 25 June 2024

Accepted: 10 July 2024

Available Online: 15 July 2024

DOI: 10.5861/ijrsm.2024.2017

Abstract

This study investigated the relationship between factors affecting the success of One Town One Product (OTOP) businesses and the entrepreneurial orientation of OTOP entrepreneurs (OTOPpreneurs) within the province of Cavite. The findings were used to develop an action plan for improving OTOP business operations. It tested the significant differences when grouped according to demographic profile and the relationship of the variables mentioned. This study used a quantitative approach and descriptive research design. A total of 194 OTOP business employees with a minimum of six months working experience participated in the study. T-test and analysis of variance (ANOVA), as well as post-hoc analysis, were employed to assess the differences in variables based on demographic profiles. The Pearson correlation coefficient was calculated to determine the significant relationship between the two variables. Based on the findings, majority of respondents were female Generation Z (aged 18 to 27), earning a monthly salary below 20,000 pesos, and with five years or less of OTOP business experience. Participants identified-related factors as the highest priority for success, while risk-taking was deemed the highest in terms of the level of frequency based on the business owners' entrepreneurial orientation. Furthermore, significant differences were found in all variables except for ratings on entrepreneurs risk-taking and autonomy, and ratings on network/stakeholders to competitive aggressiveness. Finally, the research proposed an action plan and substantial recommendations based on the findings.

Keywords: entrepreneurial orientation, key success factors, OTOP, one town one product

Key success factors and entrepreneurial orientation of one town one product in the Province of Cavite

1. Introduction

Tourism entrepreneurs are essential players in the tourism and hospitality industries because they provide goods and services to tourists. Tourism entrepreneurship not only addresses societal challenges, but also contributes to a country's economic growth and development. Such industry goes far beyond just selling the traditional tourism products like tour packages, transportation, and the likes, but also tackles about selling different local products that promotes the heritage and culture of one place and adds up to the totality of the tourism experience one can gain when going to a certain place. Tourism creates a large amount of employment opportunities for both skilled and unskilled, because it is a labor-intensive industry, which increases the foreign exchanges and local income. It also provides indirect employment such as professional working in such industry like this people who sells local products on the tourism destination. The One Tambon One Product (OTOP) program, originating in Thailand, has emerged as a beacon of local economic development and a symbol of cultural preservation on the global stage. Over the years, its principles have transcended national boundaries, resonating with diverse communities worldwide (Natsuda et al., 2023). OTOP firms throughout the world have witnessed a tremendous shift in recent years, driven by several significant themes. For starters, there is a noticeable movement toward localization and cultural authenticity, with firms increasingly stressing the preservation and promotion of local culture, traditions, and craftsmanship. A tapestry of trends emerges from the ever-changing landscape of Philippine tourism, weaving together innovation, sustainability, and cultural authenticity. Entrepreneurs across the archipelago, from the sun-kissed beaches of Palawan to the bustling streets of Manila, are transforming the sector, inspired by a love of discovery and a desire to make a good difference in the lives of both passengers and communities.

OTOP has gained widespread recognition for its ability to strengthen communities, boost businesses, and showcase the rich tapestry of Filipino heritage. Former President Gloria Macapagal-Arroyo prioritized OTOP-Philippines to foster innovation, entrepreneurship, and job creation. Sustainable tourism development requires responsible practices that ensure the well-being of local communities, minimize environmental impact, and contribute to the long-term economic viability of the region. Cavite Province, located in the Philippines' CALABARZON region, is well-known for its historical landmarks, cultural heritage, and natural beauty. Cavite is a province rich in history, culture, and economic activity has also adapted the concept of One Town One Product (OTOP) through the initiative of the Department of Trade and Industry and it has fueled economic development and cultural renewal in Cavite, showcasing the region's entrepreneurship and innovation. Cavite's OTOP program is based on the province's diverse cultural traditions, artisanal workmanship, and agricultural richness.

From the ancient town of Kawit, known for its delicacies, to the artisanal centers of Silang and Tagaytay, known for their handicrafts and specialized items, each municipality in Cavite has its own OTOP offering that reflects its own legacy and local resources. Given its contribution to the economic development of the province, it is very crucial for these OTOP beneficiaries to be able to sustain in this very competitive environment and cope up with the never-ending market changes and demands. In a study conducted by Tadeo et. al.,(2022), one of the major challenges faced by OTOP beneficiaries is how to sustain the operations in the context of the aftermath of the pandemic. Also, according to an argument of Yoshino et. al.,(2018), it was stated that many small enterprises realize that their geographical isolation places them at a competitive disadvantage. Despite these significant challenges, many economies rely significantly on SMEs, notably for job creation. Amidst their perceived weaknesses, SMEs have not been swept away with the process of globalization and regional integration. Rather, their role and contribution have changed and evolved, allowing many to remain

internationally competitive and collectively be an important source of employment generation. Furthermore, given that existing markets still depend on such businesses, some still lack the knowledge and qualifications to further take their businesses into a next level and be able to sustain their operation, ensuring a highly competitive edge towards a very competitive environment.

Entrepreneurship is required for the establishment of new organizations and firms. The tourist business must be able to properly comprehend the requirements of the process, tools, and resources while also providing chances to entrepreneurs. Because tourism is a profitable strategy to improve a certain town's economy by attracting tourists, buying locally created things may also help local citizens. As a result, One Town One Product serves as the identity of a certain town for which it is recognized. One Town, One Product (OTOP) Philippines is a priority stimulus program for Micro, Small, and Medium-sized Enterprises (MSMEs) that serves as the government's tailored intervention to promote inclusive local economic growth. The initiative empowers local governments and communities to identify, develop, support, and market goods or services that are anchored in their local culture, community resource, creativity, connection, and competitive edge. As their own 'pride-of-place,' they are offerings in which they may excel or are well-known. It aims to empower our 'OTOPpreneurs' to develop and create marketable goods and services.

The key challenge in this study is how to sustain the revenue of these micro-small-medium-scale enterprises, such as local entrepreneurs in the DTI Program - One Town One Product (OTOP), in the face of post-pandemics effects and even long-term sustainability and success, as they rely on tourist visits and local support. Another impediment is the OTOP business owners' entrepreneurial attitude as a means of maintaining their firm. In recent years, micro, small, and medium-sized companies (MSMEs) have faced significant challenges. The pandemic's long-term repercussions, along with current issues like inflation, a lack of access to financing, and geopolitical tensions, have taxed their resilience. In these tough times, MSMEs require every possible assistance they can get (Manila Bulletin, 2023). Fortunately, a potential game-changer for the Philippine business sector emerged on August 25, 2023, with the signing of Republic Act (RA) 11960, or the "Act Institutionalizing the One Town, One Product (OTOP) Program." This act promises to significantly impact not only MSMEs but also the entire economy. However, ensuring the long-term success of OTOP businesses requires addressing key issues related to operational sustainability and profitability.

A recent study by Tadeo et. al.,(2022) investigated OTOPpreneurs in Cavite and highlights some challenges. Limited capital restricts most businesses to a small workforce (1-9 employees). These businesses struggle with production issues, staffing limitations, securing funding for employee support, managing cash flow, attracting new customers, maintaining innovative approaches, and ensuring employee health and safety. Key success factors as cited by Ramos et. al., (2022) emphasized that proactiveness is more likely to benefit enterprises functioning in a dynamic environment. According to the study, managers and entrepreneurs should use a forward-thinking and opportunity-seeking approach to achieve long-term commercial success. In today's unpredictable economic environment, with quick changes in regional and worldwide marketplaces, industry participants must focus on critical success elements that allow firms to track and measure progress toward accomplishing their strategic goals and mission. Operating in a competitive market where customers are increasingly empowered to make decisions, industry participants must prioritize key success elements in their company operations that allow them to track and measure progress toward accomplishing their strategic goals and mission (Abidin et al., 2021).

On the other hand, Entrepreneurial Orientation (EO) has an innovative and clarifying definition which is advanced based on three keyways in which entrepreneurship might appear as an organizational attribute: top management style, organizational configuration, and new entry activities (Wales et. al.,2020). The idea of entrepreneurial orientation has been presented as a way of thinking about what it means for organizations to "be entrepreneurial." EO is defined as a company's proclivity to innovate, take risks, and seek out opportunities on their own initiative. This has been found as a significant determinant of business performance. EO can contribute to company performance since it allows organizations to capitalize on potential new possibilities and so remain

competitive in a rapidly changing market environment (Huang et al., 2023). Understanding the notion of the key success factors in terms of entrepreneur, enterprise, and networks/stakeholders and entrepreneurial orientation based on innovativeness, proactiveness, risk-taking, competitive aggressiveness and autonomy all contributes to the sustainability of these OTOP businesses for its further sustainability and profitability. This study is anchored on a previous study conducted by Ramos et. al., (2022) which pertained to OTOP businesses in Camarines Sur. It used the same variables to determine the key success factors and entrepreneurial orientation of OTOP businesses in the province of Cavite.

OTOP programs have been implemented in South Asian nations, including the Philippines. The Philippines and other ASEAN member nations have identified micro, small, and medium-sized companies (MSMEs) as a critical strategy for solving this worldwide issue. OTOP Philippines is an important strategic project for MSMEs that promotes inclusive local economic growth. Key success characteristics and entrepreneurial orientation are critical components in developing a sustainable development plan because they provide the framework and mindset required to generate positive change and long-term viability. The relationship between key success characteristics and entrepreneurial approach in developing a sustainable development plan stems from their complementary roles in fostering innovation, proactiveness, resource optimization, stakeholder engagement, and long-term vision. Planners may construct holistic and effective solutions to solve the complex difficulties of sustainable development and bring about long-term beneficial change by combining these concepts (Purevdulam et. al.,2020). In the framework of sustainable development planning, recognizing the key success indicators and entrepreneurial mindset is vital for driving change, identifying growth and innovation opportunities, and overcoming difficulties through innovative problem-solving.

Entrepreneurial orientation is also a very important key to the success of OTOP businesses. This promotes innovation, which is consistent with the essence of OTOP: generating distinctive, high-quality goods that stand out in the market. Local businesses are encouraged to innovate by combining traditional ways with new technologies to create distinctive items. EO promotes a culture of continual development and adaptability, which is critical for OTOP goods' competitiveness in both domestic and foreign markets. Entrepreneurial Orientation is inextricably connected to the success of the One Town One Product programs. The values of innovation, proactiveness, risk-taking, autonomy, and competitive aggression are critical for creating distinctive goods, capturing new markets, and maintaining economic growth in communities. OTOP programs may thrive by cultivating an entrepreneurial attitude, resulting in economic and social advantages for the communities they serve. In Cavite, OTOP is widely used to boost the region's role of MSMEs. Towns and communities specialize on locally sourced items. The OTOP in the province was divided into five major categories: processed foods, agribusiness goods, arts and crafts, home/fashion/creative craftsmen, and services (skill-based). However, obstacles exist in all parts of OTOP firms. Market pressure, competitiveness, and factors coupled by the COVID-19 pandemic caused MSMEs a difficult environment to be sustainable due to various hurdles and unstable market climate. The Institute of Small-Scale Industries, and Tadeo et. al.,(2022) indicated these are the present barriers for MSMEs. It is vital for long-term tourist growth that residents maintain a positive outlook.

According to Mendez (2023), even though people's perspectives on tourism are an intriguing topic in tourism research, the basic understanding of citizens' attitudes toward tourism remains insufficient. It is challenging not only to study attitudes, but also to research how attitudes, positive or negative, affect the performance of tourist operations. It is critical to investigate the process of influencing residents' perceptions of tourism to guarantee that the tourist industry obtains good community support. Issues concerning business in the Philippines include heavily regulated industries with restrictions on ownership and price control, high compliance costs, ambiguity in statute interpretation by regulatory agencies, conflict between national and local regulations, and corporate governance issues in publicly traded companies such as ownership structure and related party transactions. The main problem in this study is how to preserve the revenue of small-scale enterprises, such as the local entrepreneurs of the DTI Program - One Town One Product (OTOP), in the face of natural disasters and pandemics, as they rely on tourist visits if not local support. Another impediment is the OTOP business owners' entrepreneurial attitude as a means of sustaining their operations. As a result, the most

important element is how to maintain the sustainability of tourism goods in the community. Furthermore, given the issues mentioned, this sought to know the different key success factors and its essentiality together with the entrepreneurial orientation of owners and managers based on the perspective and observation of the respondents and how it can be used to create a beneficial sustainable plan for these types of businesses.

One of the primary purposes of tourism is to help the OTOP beneficiaries by improving its economic situation and thus creating job possibilities for its citizens. The study will benefit the OTOP beneficiaries and the Department of Trade and Industry as it can identify the different practices of the entrepreneurs that makes their businesses sustainable. The provincial tourism will also benefit from this as they can collaborate with DTI on how to promote different OTOP businesses selling the local products and delicacies of the province to the tourists as its market. This study, based on the projected results, will also formulate an action plan based on finding so that it can be a basis for the DTI in the province so that it can further assist the needs of the OTOPpreneurs most especially those needing further assistance on how they can be trained and be able to enhance their business operations it may also be used to collaborate to the Department of Tourism in terms of intensifying the local tourism products of the province. This study can also be used by future researchers who seek to assess their province' OTOP business most especially if they haven't had an established program for this kind of business as it will help the province and the individual business owners to strengthen their selling prowess and helps promote the tourism products available in their area. The study created an action plan based on the research findings from the respondent-employees of the different DTI-registered OTOP businesses from the eight congressional districts of the province of Cavite. The output of the study was done by the proponent to be distributed to different OTOP businesses to improve their services and ensure long-term success. To be forwarded also to the Department of Trade and Industry Cavite to help them identify the needed training and assistance by these OTOP business so that they can formulate a sustainable plan for the success of the OTOP program. The concentration of the study is to assess the essentiality of key success factors in terms of entrepreneurs, enterprises, and networks/stakeholders and the entrepreneurial orientation of the owners and managers. Results of this study were the basis in the creation of a sustainable action plan that can help businesses in terms of profitability and operation longevity.

Objectives of the Study - This study aimed to evaluate key success factors and entrepreneurial orientation of One Town One Product (OTOP) in the Province of Cavite. Moreover, the following objectives were the focus of this research. Particularly, assessed the level of key success factors of small-scale sectors in terms of entrepreneur, enterprise, and network/stakeholders; evaluated the business owners' entrepreneurial orientation in terms of innovativeness, proactiveness, risk-taking, competitive aggressiveness, and autonomy; tested the significant relationship on key success factors and entrepreneurial orientation; and proposed an action plan based on the result of the study to improve the business operations of OTOP businesses in the province to ensure overall profitability and success

2. Method

Research Design

This study employed a quantitative - descriptive research design. It was used to gather data in a methodical manner to characterize a population, circumstance, or phenomena. More precisely, it assists in providing answers to the research problem; what, when, where, and how as opposed to why.

Participants of the Study

The respondents of this study were 194 employees from the 27 DTI-registered One Town One Product program of the province of Cavite which focuses on selling local food and beverages products. They were from the eight (8) congressional districts and with at least six (6) months OTOP working experience.

Data Collection Instrument

A survey questionnaire was utilized as the data collection instrument of this study. It was adapted from the

study of Ramos et. al., (2022) and divided into three parts: The first part included the profile of the respondents according to their sex, age, monthly income, and number of years in the OTOP business. The second part assessed the level of priorities on key success factors of OTOP beneficiaries. The last part evaluated the business owners' entrepreneurial orientation.

The research was validated through the following processes; First, the validation and approval of questionnaires was done by assessing if the instrument was aligned with the objectives of the study and the panelists' comments during the defense. Next, the grammarian checked the content of the adapted survey tool as to the language used and sentence construction. Lastly, the content validation; the instrument was evaluated by three experts who are involved with the academe, OTOP entrepreneurship, and business industry in general. The first validator is a business owner and faculty member at the University of Santo Tomas in Manila and the other validators are managers of an OTOP business in the provinces of Laguna and Batangas. Prior to the release of the questionnaire, its content was modified based on the panel's feedback to make it more consistent and reliable. Then, pilot and reliability testing were performed. A total of 40 respondents who are employees of different OTOP businesses in Laguna, which is outside the study's main locale, participated in the procedure.

The reliability results based on the researcher's statistician indicated that the Key Success Factors received a score of 0.743, signifying acceptable; followed by the Business Owner's Entrepreneurial Orientation that got a score of 0.711 also denoted as acceptable. Likert's 5-point scale was utilized with the following values: "Essential", "High Priority", "Medium Priority", "Low Priority" and "Not a Priority" to assess the level of priority. Another 5-point scale used was to measure the level of frequency with the values "Always", "Often", "Sometimes", "Rarely" and "Never. The instrument underwent pilot testing. The adapted and modified questionnaire was approved by the ethical review board of the Lyceum of the Philippines University- Batangas.

Data Gathering Procedure

To gather the necessary data of the study, the researcher obtained the list of DTI-registered OTOP business in the province of Cavite. The researcher sought permission from the owner or manager of the selected OTOP businesses in Cavite province that offers local delicacies and/or products and conducted the distribution of survey questionnaires to their employees. An approval letter was also signed as proof that the business allowed to conduct the study in their establishment. During the actual data gathering, the researcher, upon the availability of the respondents, distributed the survey questionnaire and had them answer the questions therein. The researcher also thoroughly explained each part of the instrument and assisted the employees who needed guidance in answering the questions. Face-to-face distribution was done to attain the responses of the participants of the study.

Data Analysis - The questionnaire was administered and collected by the researcher. The data was calculated using appropriate formulas and statistical methods to answer the research questions. The results of the survey were also analyzed and interpreted to provide a comprehensive understanding of the objectives of the study. To analyze the data gathered, several statistical tools were used. Mean and rank were then utilized to assess the priority level of key success factors and evaluate entrepreneurial orientation. Independent comparison of groups or t-test and analysis of variance, Lastly, Pearson correlation coefficient was used to establish possible relationships between the two variables of this study.

Ethical Consideration - To observe the highly confidential nature of the survey, no names were mentioned in the report. The identity of the respondents was not revealed in line with the Data Privacy Act of 2012. The data and information were stored solely for research purposes. The researcher had obtained full consent from the respondents before delivering the study instrument. All types of communication were delivered with complete honesty and responsibility. The questionnaire was adapted from a study and the researcher sought approval to use it. By conducting this study, the researcher ensured that the survey questionnaires were well-prepared and clearly understood by the participants. The researcher also ensured that the participants were comfortable during the survey and had addressed any concerns or issues they had. Furthermore, respondents were off liberty to participate without being subjected to any pressure or manipulation.

3. Results and discussions

Table 1

Summary Table for Assessment of Level of Priority on Key Success Factors of OTOP Beneficiaries

Indicators	Weighted Mean	Verbal Interpretation	Rank
1. Entrepreneurs	4.81	Essential	2
2. Enterprise	4.84	Essential	1
3. Network/Stakeholders	4.68	Essential	3
Composite Mean	4.77	Essential	

Legend: 4.50 – 5.00 = Essential; 3.50 – 4.49 = High Priority; 2.50 – 3.49 = Medium Priority; 1.50 – 2.49 = Low Priority; 1.00 - 1.49 = Not a Priority

Table 1 shows the summary table for the respondents' assessment of level of priority on key success factors of OTOP beneficiaries. The composite mean is 4.77 and it indicates a verbal interpretation of Essential. Among these indicators, Enterprise got the highest rank and has a weighted mean of 4.84, followed by Entrepreneurs with a mean of 4.81, and lastly, Network/Stakeholder got the lowest rank and received a weighted mean of 4.68. All three indicators got a verbal interpretation of Essential. Enterprise pertaining to the actual business venture is very important in determining the success of OTOP program in the province of Cavite. It is very important that the business or enterprise recognizes the needs of its employees so it can provide the most appropriate action for whatever needs to be addressed for the business.

Enterprises can help the venture to grow and succeed by providing market access and opportunities, knowledge and skill development for employees, foster innovation, policy advocacy and even financial support. Collaboration with other enterprises and different organization can also help MSMEs overcome problems, capitalize on opportunities, and achieve long-term market growth and competitiveness through benchmarking and partnerships. A good example is this OTOP program where the enterprise has taken the initiatives to register and be part of this program of the Department of Trade and Industry (DTI) and it had helped them grow their market and network and to some, even received support through trainings and market exposure of their products through the OTOP hub and different expos done by the said agency.

In business studies, the term "success" is frequently used to describe an organization's financial performance. However, as there is no universally agreed definition of success, the success of an enterprise or corporation has been interpreted in different ways (Mustafa, 2019). Enterprises contribute to the economies of various countries across the world by creating jobs, better adjusting revenues, and lowering the overall cost of doing business. The number of entrepreneurs is high because they frequently lack proper training and formal employment opportunities. Businesses frequently provide products and services tailored to certain communities. This sort of company sells food, household goods, and specialized repair or care services that are specific to the location or region where it is located (Pedraza, 2021). According to Bensaada et. al.,(2019), enterprise initiatives introduce you to a wide range of management concepts and practices in a comprehensive manner, identifying needs and selecting effective responses. It provides a comprehensive overview of the various types of techniques: the role of the board, risk tolerances, risk profiles, risk workshops, and resource allocation.

Furthermore, network/stakeholders got the lowest rank but nonetheless, still attained a verbal interpretation of Essential signifying its vitality on the key success factors of OTOP beneficiaries. Network and stakeholders also play a vital role as they are the primary support system of every enterprise and entrepreneur. In today's complex business environment, establishing network and sustaining positive relationships with stakeholders is crucial to long-term growth, profitability, and resilience. A strong network and stakeholders is a vital key to successful MSMEs such as this OTOP beneficiaries. Businesses can gain a major competitive edge by building a strong network and actively engaging stakeholders. Fobbe et. al.,(2021) mentioned, stakeholder involvement is widely regarded as a critical component of sustainable business models (SBMs), with a significant impact on sustainable value propositions, development, and capture. Furthermore, individual companies cannot handle complicated sustainability concerns on their own; instead, they must collaborate with their stakeholders to ensure

resilience. Stakeholder engagement has garnered increased attention in study in recent decades and has been identified as one of the elements of organizational sustainability.

A recent study from Ramos et. al., (2022) stated that OTOP entrepreneurs still lack a network of stakeholders to market their firm. Some of them are used to showcasing their items in the conventional manner on a regular basis. They have yet to discover that building a network of relatives and friends can help them promote their business. Furthermore, most of them do not use social media to promote their businesses, which might be a step toward reaching out to their family, friends, local government, and even tourists. Effective business/stakeholder networks are crucial to the success of regional digital initiatives. These networks make it easier to collaborate, share knowledge, and share resources, all of which are required for designing and implementing successful digital initiatives. Effective networks allow businesses to tap into the expertise and resources of other organizations. This partnership aids in identifying best practices and emerging trends that may be used to guide digital strategy (Frick, 2023).

Table 2

Summary Table for Evaluation of Business Owners Entrepreneurial Orientation

Indicators	Weighted Mean	Verbal Interpretation	Rank
1. Innovativeness	4.82	Always	4.5
2. Proactiveness	4.82	Always	4.5
3. Risk Taking	4.84	Always	1
4. Competitive Aggressiveness	4.83	Always	2.5
5. Autonomy	4.83	Always	2.5
Composite Mean	4.83	Always	

Legend: 4.50 – 5.00 = Always; 3.50 – 4.49 = Often; 2.50 – 3.49 = Sometimes; 1.50 – 2.49 = Rarely; 1.00 - 1.49 = Never

Table 2 indicates the summary table for the evaluation of business owners' entrepreneurial orientation with a composite mean of 4.83 and a verbal interpretation of Always. With the given indicators, Risk Taking got the highest ranking and earned a weighted mean of 4.83 and verbal interpretation of Always. Following the ranking are the two indicators; Competitive Aggressiveness and Autonomy that both got a weighted mean of 4.83 and verbal interpretation Agree. Risk-taking in MSMEs, such as this OTOP organization, is an essential component of business growth and development. Taking reasonable risks is necessary for corporate success. It's about stepping outside of your comfort zone to pursue new opportunities and improve. Businesses that are ready to take risks are more likely to pursue new ideas and prospects. Every risk taken, whether it is successful or unsuccessful, brings significant insights and learning opportunities. Businesses can apply these lessons to fine-tune their strategy, improve decision-making processes, and reduce future risks. When the survey is being conducted, it is known to most of the employees especially to the business owners of these enterprise who participated in answering the questionnaires that risk was a very integral part of why their business runs until now since the pandemic happened. Based on the experiences of the OTOP entrepreneurs, their businesses were almost in the bridge of collapsing before they took risks on venturing into new markets.

Although some of the registered OTOP businesses have closed due to Covid-19, these remaining ones are a great testament on how taking risks became a vital driving force of the sustainability of their enterprise. It was mentioned on some discussions above how traditional business people who was then selling out to their physical stores ventured out in entering the e-commerce, partnering with different distributors and resellers to experiment new distribution channel and for some, totally letting go of their physical retails shops and focus on the production and distribution and entering in a more modernized way of selling products which is through social media and other online platforms investing on improving their product appeal so it can entice the a larger scale of market in social media. Several businesses may consider this an effective risk, while others may not, as several OTOP enterprises have returned to their traditional business' concepts and practices. However, it is vital to highlight that good risk-taking necessitates thorough consideration, strategic preparation, and a willingness to accept failure as part of the process. Not all chances pay off, but those that do may propel businesses to new heights of prosperity, as others are experiencing even in the aftermath of the pandemic. Micro, Small, and

Medium Enterprises (MSMEs) fuel the area economy and contribute to national economic growth. MSMEs play an important role in absorbing labor and sharing wealth development among family company owners. MSMEs are also among the business units that may encounter an economic crisis. Furthermore, since the pandemic Covid-19, MSMEs have attempted to expand by joining online shops, e-commerce, and numerous distribution methods (Memarista et al., 2022).

In addition, a study by Annuridya et. al.,(2022) claimed that furthermore, these risks bring about innovations in an organization, allowing it to adopt more new ideas for products, concepts, and other commercial prospects. Such organizations that are prepared to take risks are seen to be more successful in responding to environmental changes and have a stronger market position; as a result, varied innovation has become the primary tool that allows businesses to survive. In a highly inventive business, top-level managers are aggressive in seeking fresh ideas, but they are also willing to adopt these ideas at their own risk. In addition, effective risk management in MSMEs are very crucial and will determine to a considerable extent whether they are suitable to survive in the market and helps to the development of not only the company but also the market and social environment. At the same time, keep in mind that appropriate risk management involves a specific level of risk perception in each corporate environment, risk identification, planning, and alignment of preventative measures, or risk management systems (Dvorsky et al., 2021).

With the summary of indicators, Innovativeness and Proactiveness tied on the lowest ranking and got the same weighted mean of 4.82 and a verbal interpretation of Always. Though tagged as one of the lowest ranking, Innovativeness still has a high weighted mean a verbal interpretation of Always as this is still perceived by the respondents to be of utmost importance in terms of entrepreneurial orientation of OTOP entrepreneurs. In today's fast-paced business climate, change is unavoidable. Innovation allows organizations to adapt to changing market conditions, technical breakthroughs, and consumer preferences. With all the sub-indicators listed under Innovativeness, respondents believe that owners should be innovative in running their business so that it can foster growth. OTOP business are very diverse in the province of Cavite and such enterprises should be able to cope up with the changing market for it not to be left behind and still follow the trend of the market to become relevant to the business.

According to Vaillant et. al.,(2019), entrepreneurs with more evolved cognitive schemas may see not only more opportunities, but also better and more inventive ones. Such entrepreneurs can 'link the dots' between seemingly unconnected changes or events and recognize relevant patterns more than novice entrepreneurs. Entrepreneurial innovativeness has been regarded as one of the most important characteristics in any company's ability to create outstanding results. Network competence and innovativeness can be viewed as internal resources for any company that contribute to its competitive advantages and commercial success (Sajilan et. al.,2019). Innovation is regarded as one of the most crucial foundations of entrepreneurship and a key trait when describing entrepreneurs; also, innovativeness can be a significant characteristic and competency of the entrepreneur (Žiga et. al.,2022). Same as Innovativeness, Proactiveness also entailed the lowest ranking yet still viewed by the respondents as a vital component of OTOP entrepreneurs then having a high weighted mean and a verbal interpretation of Always. Proactiveness is a necessary attribute for OTOP businesses to thrive in today's dynamic and competitive market. It entails predicting obstacles, spotting opportunities which is very vital for the growth especially of the smaller enterprises and acting before they become major issues. Proactiveness enables OTOP businesses to capitalize on new industry trends, enter into a new market and explore different business opportunities. Businesses that adopt a proactive approach can take control of their own destinies, manage problems more easily, and position themselves for long-term success.

Entrepreneurial orientation is an important factor to evaluate at the business level because it is one of the fundamental elements influencing performance. It refers to entrepreneurial innovativeness, proactiveness, and a willingness to take chances, all of which are essential components of an entrepreneurial approach. These have evolved into business performance measurements as companies apply tactics to outperform competitors (Manaf et al., 2021). The study of Zhao et. al.,(2019) stated that proactive entrepreneurs are not passive beneficiaries of

external environmental pressures, but rather active creators of the environment in which they function. Proactiveness is widely discussed in the business arena; yet, when contrasted to causal logic, proactiveness resembles effective logic. Proactive entrepreneurs can act even without a precise plan.

Furthermore, the study conducted by Van (2020) emphasized how proactive entrepreneurs demonstrated much better work centrality, self-reliance, and a can-do attitude connected to entrepreneurial self-efficacy. These personal attributes appear to be congruent with their determination to put their own cash, career time, personal relationships, and professional reputations at risk to establish, grow, and/or extend their firm. Proactive entrepreneurs can take action even without a precise plan. Furthermore, in the results of the study conducted by Van (2020), it emphasized how proactive entrepreneurs demonstrated much better work centrality, self-reliance, and a can-do attitude connected to entrepreneurial self-efficacy. These personal attributes appear to be congruent with their determination to put their own cash, career time, personal relationships, and professional reputations at risk in order to establish, grow, and/or extend their firm.

Table 3

Relationship of the Assessment of Level of Priority of Key Success Factors to Evaluation of Business Owners Entrepreneurial Orientation

	t/F	p-value	Interpretation
Entrepreneurs			
Innovativeness	.438**	.000	Significant
Proactiveness	.405**	.000	Significant
Risk Taking	.134	.063	Not Significant
Competitive Aggressiveness	.395**	.000	Significant
Autonomy	.032	.662	Not Significant
<u>Overall Orientation</u>	.413**	.000	Significant
Enterprise			
Innovativeness	.387**	.000	Significant
Proactiveness	.463**	.000	Significant
Risk Taking	.420**	.000	Significant
Competitive Aggressiveness	.406**	.000	Significant
Autonomy	.314**	.000	Significant
<u>Overall Orientation</u>	.587**	.000	Significant
Network/Stakeholders			
Innovativeness	.177*	.013	Significant
Proactiveness	.154*	.032	Significant
Risk Taking	.243**	.001	Significant
Competitive Aggressiveness	.054	.459	Not Significant
Autonomy	.326**	.000	Significant
<u>Overall Orientation</u>	.280**	.000	Significant
Overall Key Success Factors			
Innovativeness	.453**	.000	Significant
Proactiveness	.448**	.000	Significant
Risk Taking	.373**	.000	Significant
Competitive Aggressiveness	.354**	.000	Significant
Autonomy	.349**	.000	Significant
<u>Overall Orientation</u>	.582**	.000	Significant

Legend: Relationship is significant at 0.05 alpha level

Table 3 presents the relationship on the assessment of priority level of key success factors and the entrepreneurial orientation. Findings revealed that almost all dimensions of the two variables have significant relationship except that of ratings on entrepreneurs to risk-taking and autonomy, and ratings on network/stakeholders to competitive aggressiveness. Aside from these pairings, the rest of the dimensions of the variables of the study have a significant, yet weak direct correlation indicating that as the ratings on the priority level of key success factors increase the evaluation of entrepreneurial orientation also increases. According to the results, innovativeness entails a significant relationship in terms of entrepreneurs. In today's changing business world, innovativeness is critical to entrepreneurial success, driving growth, differentiation, and a competitive edge. Innovation may allow these entrepreneurs to develop new products and identify new opportunities for the

business that can give them an edge on the market towards its competitors. With innovation, businesses can also enable themselves to penetrate and expands its market and customer base through new product offering stimulating the interests of consumer to avail and try of new things.

Mitra (2019) emphasized the interconnected nature of entrepreneurship, innovation, and the environment. These three elements – people, organizations, and their surrounding context – are argued to be the fundamental building blocks of a holistic value creation model. The significance of innovation and entrepreneurship capabilities in attaining sustainability are critical themes raised in current sustainable development discussions, particularly in poor nations (Adel et. al.,2018). When entrepreneurs go from disequilibrium to equilibrium, they need to innovate. Emerging entrepreneurial enterprises and the innovators behind these start-ups deliver needed change and good growth when conditions are aligned for their success (Kraus et al., 2021). Further results show the significant relationship of proactiveness among entrepreneurs. This is cornerstone to successful businesses. Proactiveness drives opportunities for new ventures and can make a business thrive in a very competitive environment. Entrepreneurs should always be ahead of the game and one good trait of these people entails proactiveness and initiative to always be a step away of their competitors and be the first to take further opportunities for business growth.

In Brownhilder's (2019) study, entrepreneurial proactiveness is identified as a critical component of entrepreneurship, playing a key role in opportunity identification. As a result, the idea of entrepreneurial awareness has garnered a lot of attention in entrepreneurship literature since it describes how people identify and then act on business possibilities. Entrepreneurs are forward-thinking, creative, and serve as crucial sparkplugs for economic growth. They are said to have a distinct set of beliefs, attitudes, and personal attributes that serve as motivators for corporate development (Van,2020). Proactiveness helps organizations gain a competitive edge by forcing competitors to respond to first-mover efforts. As we all know, a first-mover advantage refers to the advantages from being the first firm to develop a new product or service, build brand identification, access new markets, or adopt a new method (Astrini et al., 2020).

Lastly, with regards entrepreneurs, autonomy deemed significant for the respondents as well. Autonomy is essentials to all entrepreneurs and their workers as this implies staff to have this sense of accountability and ownership towards the business. Autonomy promotes innovation, adaptability, responsibility, and resilience, allowing entrepreneurs to survive in today's dynamic and competitive business climate. We prioritize entrepreneurial job tasks over self-employment (Shir et al., 2019). Further, in a study conducted by Yaser et. al.,(2022), autonomy is the right to seize possibilities for a firm's competitive advantage, which refers to the user's involvement in introducing another basic thought or viewpoint and seeing it through to completion effectively. Autonomy is a fundamental feature of EO. Innovativeness and competitive aggressiveness resulted with significant relationship with regards to enterprise. In today's market trends and demands, innovation and competitive aggressiveness is very much an important aspect to an enterprise as it will make the business ahead of its rivals. Being innovative and competitive motivates businesses to develop fresh products, services, procedures, or business strategies to meet evolving market demands and customer choices. This enables businesses to stay one step ahead of competitors, distinguish themselves, and capitalize on new opportunities for growth and advancement.

According to Brzozowska et. al.,(2018), every enterprise's success depends on its competitiveness and innovativeness. It is a crucial component of a company's organizational culture and should be incorporated into both long- and short-term action plans. To decrease wasteful expenditures and become more competitive, a firm and the whole economy must develop novel marketing strategies, offer products and services regarded as modern, and modify the organization and procedures in place. In general, a business's innovation results in a competitive advantage, which leads to an increase in profit, which is the primary aim of every modern enterprise. In general, a business's innovation results in a competitive advantage, which leads to an increase in profit, which is the primary aim of every modern enterprise (Janjic et. al.,2019). Innovativeness is especially important for small, entrepreneurial businesses with limited resources. One of the advantages of the SME sector over large

enterprises is the role that the owner/manager plays in driving innovation (Staniewski et al., 2019).

This thesis highlights the importance of proactiveness as a strategic posture for businesses to thrive in today's rapidly changing and competitive market landscape. As Kadarusman et. al.,(2022) noted, this strategic approach has garnered significant academic interest due to its strong correlation with business success. Proactiveness refers to a firm's ability to identify new opportunities by actively monitoring market trends, anticipating potential customer demands, predicting shifts in market needs, and even recognizing opportunities within challenges. This proactive approach allows businesses to gain a competitive advantage by forcing competitors to react to their innovative strategies (Pelegrin, 2022). Scholars further emphasize the critical nature of proactive behavior within organizations. Adeel et. al.,(2023) argued that managers cannot always anticipate or fully predict all future tasks or initiatives. By adopting a proactive stance, businesses can be better prepared to address unforeseen circumstances and seize emerging opportunities. Moreover, risk taking also deemed as with significant correlation to enterprise. With the aftermath of the pandemic, enterprise developed the ability to take risk to make their business sustain and take a leap of faith in exploring new business opportunities to survive and sustain. While risks may result in failure, they also provide chances for learning, development, and creativity for this OTOP beneficiaries.

In a recent study conducted by Pelegrin (2022), he stated that Performance is constantly improved to accomplish development, such as sales performance, which shows a company's increase in sales. Previous study has emphasized the relevance of entrepreneurial orientation (EO) on performance to extend the company's operations. As a result, entrepreneurial oriented elements are key determinants of business development, such as proactive behavior, innovativeness, and the capacity to take risks. Additionally, Lawal et. al.,(2019) stated in their study that risk taking, as a firm-level strategic direction, has the potential to provide a competitive advantage with a favorable and long-term impact on SMEs' development and financial performance.

Further, given the significance of risk-taking behavior, tracking, and controlling a company's risk-taking level will considerably increase the company's worth and sustainability (Guo, 2023). Autonomy is also tagged with significance in terms of enterprise. Employees nowadays are tired of micromanagement and autonomy gives controlled freedom over how employees work that makes them feel that they are trusted by the managers and business owners of this OTOP enterprise, yet, still guided at the same time. This develops a culture of accountability, initiative, and creativity inside the firm, allowing workers to reach their full potential and drive corporate progress. Furthermore, results show that almost all dimensions are regarded as significant in terms of network and stake holders except competitive aggressiveness. Innovativeness, proactiveness, risk taking, and autonomy is regarded with significant correlation to network and stakeholders. Innovativeness among network and stakeholders promotes creativity and collaboration to identify new opportunities and ventures that can help the business grow and become more profitable. For such OTOP businesses, innovativeness with regards network and stakeholders can drive collective progress and growth through partnerships and expanded sphere of connections.

This study examined the relationship between network competence, social capital, and innovation in entrepreneurial Micro, Small, and Medium Enterprises (MSMEs). It is argued that strong relationships and ties with stakeholders can foster dynamism and innovation within entrepreneurial MSMEs. Adnan (2021) suggested that developing network competence and social capital holds significant potential for enhancing innovation in entrepreneurial MSMEs. This can be achieved through self-supporting strategies that focus on cultivating strong relationships with stakeholders. Ozdemir et al. (2020) highlighted the value of stakeholder partnerships in driving innovation. By forming partnerships with other organizations, entrepreneurial MSMEs can gain access to shared expertise related to new product development and marketing, leading to a more innovative environment. Lyu et al. (2023) emphasized the diverse nature of business networks, contacts, and connections. These networks enable collaboration, allowing organizations to achieve shared strategic objectives through innovation. Strong networks enhance an MSME's ability to remain dynamic and competitive in the market. Therefore, building network competence, the ability to effectively manage these connections, becomes crucial for the success of

entrepreneurial MSMEs. Effective networks allow them to identify and capitalize on opportunities within the external market. Proactiveness and risk taking both interpreted as significant in terms of network and stakeholders. To predict and respond successfully to changes in their environment, enterprise must collaborate to networks and stakeholders must be proactive and take risks. Proactive engagement allows networks to recognize emerging trends, predict possible dangers, capitalize on opportunities, and experiment with new ideas outside of their comfort zone, developing resilience and adaptation in the face of unpredictability.

Drawing on the work of García-Piqueres et al. (2019), this study proposed a link between a family business's risk-taking propensity and its innovation performance. The authors suggest that proactiveness and risk-taking foster a shared sense of purpose within family businesses, encouraging family members to actively participate in value-creating activities. This collaborative environment could lead to a greater willingness to invest resources in knowledge generation and exploitation, ultimately enhancing innovation. Further supporting this notion, Amanlampong's (2022) highlighted a significant positive correlation between entrepreneurial orientation (EO) components, including proactiveness, innovativeness, risk-taking propensity, and competitive aggressiveness, and the success of Small and Medium Enterprises (SMEs). Notably, the study also identifies network links as a crucial moderator in the relationship between EO and SME performance. Strong network connections of SME owner-managers were found to significantly amplify the positive impact of EO on firm performance. These findings suggest that both an entrepreneurial mindset and well-developed network links are essential management resources for firm survival and growth, particularly within the informal sector.

And lastly, results show that in terms of the overall key success factors, every dimension under the business owners' entrepreneurial orientation such as innovativeness, proactiveness, risk taking, competitive aggressiveness, and autonomy were all viewed with significant correlation with each other. Such aspects contemplate its utmost significance to the overall success of a business. With the results of the data presented, it is noticeable how the respondents viewed the essence of all key success factors in terms of entrepreneur, enterprise and network/stakeholders and the how it is very much in line with the owners' business orientation in terms of innovativeness, proactiveness, risk taking, competitive aggressiveness, autonomy and how the participants observed the managers and owners practice of such aspects and how it's vital to every business. To summarize, innovativeness, proactiveness, risk-taking, competitive aggression, and autonomy are all essential elements of successful outcomes in business and organizational environments. Organizations that embrace and incorporate these components into their strategies and operations may position themselves for long-term growth, competitiveness, and success in today's dynamic and complex business climate.

According to Bischoff (2019), in the context of long-term growth entrepreneurship, the concept of a sustainable entrepreneurial orientation is essential. This study contributes to our knowledge of autonomy by looking at the variables that encourage the establishment of stable, long-term entrepreneurial ecosystems. In the framework of entrepreneur autonomy, the involvement of entrepreneur partners and local culture in the construction of sustainable business ecosystems is particularly significant. In addition, a study conducted by Yaser et. al.,(2022) stated that entrepreneurial orientation is defined as the active pursuit of change and the grasping of job opportunities, rather than a personality feature or frame of mind. Entrepreneurs deemed this as an important dimension. Cho et. al.,(2018) in their study about Entrepreneurial Orientation and Education stated that successful organizations exhibit innovativeness, proactiveness, competitive aggressiveness, autonomy, and risk-taking tendency. He dubbed this concept the entrepreneurial orientation. Firms with an entrepreneurial attitude strive to consistently seek and exploit new possibilities, generate new value, and become market leaders. Previous studies have found that entrepreneurial attitude is a significant element in the successful development of new goods, strong financial and nonfinancial business performance, and excellent social performance.

Table 4*Proposed Sustainable Action Plan for OTOP business in Cavite Province*

Key Results Area Objectives	Strategies	Outcomes
Training and Development Strategies		
<p>Entrepreneurs should have a previous business experience</p> <p>To enhance the entrepreneurs' capacity to operate business through relative business experience</p> <p>Enterprise should sell good quality products at a reasonable price</p> <p>To further develop integrity of the brand for the products being sold and provide customers value for money through quality products</p>	<p>Conduct continuous training and development from the Department of Trade and Industry in partnership with different private and public sectors in the field of business to help the MSME owners to gain more knowledge in many aspects of business operations.</p> <p>Provide technical assistance for proper financial costing per products sold in collaboration with other stakeholders like DTI and other private trainers to ensure product quality through quality control measure before it is be sold to the market.</p>	<p>Business owners of the different OTOP business will be equipped with sufficient knowledge on how to properly run a business and will become more capable to deliver the proper services and products they have for their market that will benefit both the consumer and business itself.</p> <p>There will be a higher rate for customer return intention on patronizing your products as it provides value for money spent by each customer per product bought.</p>
Employee Empowerment Strategies		
<p>Empower employees to experiment with new ideas and products</p> <p>To develop further confidence to employees/staff and be able to stimulate their creativity through their ideas and suggestions</p> <p>Encourage employees to be assertive and proactive to be able to be aware of the current trends in the business</p> <p>To increase employee's awareness on the current market trends and maintain a competitive edge to drive long-term success for the business and be able to develop confidence and proactiveness at work</p> <p>Encourage employees to strive to meet and exceed customers' expectations</p> <p>To produce delighted customers by adding value for them and be able to fuel business development and establish a good reputation and good brand identity ensuring long-term success</p> <p>Require workers to rely on the manager to provide instructions, and guidance in their tasks and responsibilities at work</p> <p>To ensure consistency of work and product resulting to congruent high-quality output of the business before reaching the end market</p>	<p>Ask for employees' suggestion for further product offerings.</p> <p>Develop a working culture where staff are not afraid to explore their creativity and voice out suggestions that can help and contribute to the success of the business.</p> <p>Encourage staff collaboration and information exchange.</p> <p>Encourage cross-functional teams to discuss market trends, share ideas and suggestion, and create creative solutions to emerging difficulties. Mentor and coach employees as they develop their assertiveness and proactivity skills.</p> <p>Pair novice employees with seasoned mentors who can offer advice, share experiences, and help them negotiate the corporate world.</p> <p>Promote a customer-centric culture by fostering an environment that prioritizes customer satisfaction.</p> <p>Always encourage employees to put their selves in the customers' shoes to better understand their needs and demands.</p> <p>Conduct proper training regarding handling customer could also be provided to further develop technical know-hows in handling customers.</p> <p>Provide regular coaching sessions to employees and relay work feedback through observation and evaluation to ensure that employees can do action plan on the things needed to improve.</p>	<p>Employees can be more confident in putting up suggestions that can help the business to grow.</p> <p>Developing such safe culture can also promote a healthy working environment for all employees.</p> <p>Businesses can establish an atmosphere in which workers feel empowered and driven to be aggressive and proactive in remaining informed about current business trends, eventually driving the organization's innovation, development, and success.</p> <p>Fulfilling or surpassing client expectations improves business reputation, leads to repeat purchases and word of mouth, increases revenue, and aids in attracting new consumers and establishing loyal customers for the business ensuring profitability.</p> <p>The managers and owners can establish a proper hierarchy promoting harmony and better understanding on work-related matters.</p> <p>This sets proper work expectation to better deliver job and produce consistent and quality output for both the business and the customers.</p>
Marketing Strategies		
<p>Have a strong support from friends</p> <p>To widen the scope business' market through network support</p> <p>Introduce new marketing strategies. (e.g. promotional offers, giveaways, social media marketing, influencer marketing, etc.)</p> <p>To improve the market presence of the business and generate more potential buyers and partners through promotion and advertising</p>	<p>Promote the business through personal advertising by this stakeholder and enlarge the scope of the business through word of mouth and personal endorsements both to the customers and other businesses that can build potential partnerships.</p> <p>Manage social media accounts and create content calendar for regular postings.</p> <p>The LGU may also include such products on their corresponding pages and/or marketing campaigns to widen its exposure to a lot of market.</p> <p>They may also include the products and business on promotional flyers and/or brochures that the local tourism office has.</p>	<p>There will be a larger scale of market to open the business for potential buyers and partnerships.</p> <p>The business can entice for potential buyers as it increase its presence on both digital and traditional platforms.</p> <p>Potential customers will also be more aware and informed of the existence of such businesses through the use of their social media accounts where people can see and inquire of the products being sold by the business.</p>

Key success factors and entrepreneurial orientation of one town one product in the Province of Cavite

Be aggressive and very competitive in terms of pricing, product offers, advertising strategies, etc. To be able to take lead to higher business performance and improve market position over other OTOP business/competitors	Conduct benchmarking to similar business on other provinces which are successful OTOP business and study how such business positions itself to become ahead of its competitors. Regularly do market comparisons in terms pricing and develop better advertising strategies such as providing promotions, media advertisement and etc.	This can make the business more profitable and can also make them get ahead of its competitors They can also be aware of the trends happening in the market so they may be able cope up and not be behind competition.
Product Development and Innovation Strategies		
Often have the first business to introduce new products To emphasize the importance of being ahead and stimulate market curiosity for new products offered	Initiative on product development to cater the unending needs and wants of the market such as formulating new and unique product concepts and doing product innovation.	Business owners will be able to stimulate curiosity to the market catering to the never-ending market demands and developing more potential buyers. They may also see the importance of getting one step ahead of its competitors through such initiatives.

4. Conclusions and recommendations

Respondents considered entrepreneurial abilities to be crucial aspect of business success. Among the listed items, good management skills were ranked highest and deemed based on the results. OTOP beneficiaries identified offering high-quality products at reasonable prices as the most important factor for success in the food industry. They believe that this value proposition can lead to higher customer repeat purchase intention, increased overall business profitability, and loyal customer development. The majority of the respondents considered support from the local community an essential factor for network/stakeholder success. They believe that partnerships with local communities can nurture OTOP growth, bolstering success and wellness of businesses offering homegrown products. The study revealed that risk-taking was the most frequent entrepreneurial practice among OTOP business owners in Cavite. This finding can be attributed to the pandemic’s aftermath, where business learned to adapt to the “new normal” by shifting to more advanced selling methods, such as utilizing social media distribution channels. Almost all aspects of the two variables were significantly related, except on entrepreneurs’ risk-taking and autonomy, and ratings on network/stakeholders’ competitive aggressiveness. Aside from these exceptions, the remaining dimensions of the study’s variables exhibited a weak but positive correlation, indicating that as the perceived importance of key success factors increases, so does the evaluation of entrepreneurial orientation. The proposed action plan can be used by local OTOP beneficiaries in Cavite in collaboration with local tourism offices, Department of Trade and Industry and private sectors. This partnership aims to promote business sustainability not only for OTOP beneficiaries but also for other local tourism entrepreneurs in the province.

OTOP business owners can invest in training programs for their employees on proper customer relations in tourism and hospitality. Equipping employees with these skills will enable them to handle customers effectively, provide excellent service, and ultimately enhance customer satisfaction and loyalty. OTOP businesses can collaborate with the Department of Tourism (DOT), local tourism offices, or the Department of Trade and Industry (DTI) to access such training programs. OTOP businesses must consider hiring employees with expertise in clerical tasks, particularly administration and finance. Skilled employees can ensure accurate record-keeping and financial statements, leading to better organizational structure, legal compliance, robust risk management, and improved financial accountability. This, in turn, contributes to long-term business sustainability.

For smaller businesses, outsourcing bookkeeping services might be a viable option. OTOP businesses should leverage partnerships with DTI, DOT, and Local Government Units (LGUs) to promote their products. These partnerships can facilitate marketing efforts through social media channels, flyers, banners, video promotions, and information dissemination across various platforms to reach a wider tourist audience. Additionally, collaboration with local tourism offices during festivals and town/city celebrations can provide valuable exposure to tourists and visitors. OTOP businesses should embrace online marketing by utilizing social media platforms (Facebook, Tiktok, Instagram), e-commerce platforms (Shopee, Lazada), and digital payment methods to expand their market reach and offer convenient purchasing options. Technical assistance for these

strategies can be sought from LGUs and DTI. OTOP entrepreneurs (OTOPpreneurs) are encouraged to attend product expos hosted by DTI and DOT. These expos provide valuable insights into current market trends, allowing OTOPpreneurs to adapt their product offerings accordingly. Investing in seminars for key employees can keep them informed about consumer and tourist demands within the local tourism market. This knowledge equips OTOPpreneurs and their teams to innovate, explore creative product development, and identify new business opportunities, ultimately staying ahead of the competition. Future research can explore similar topics within the OTOP program while focusing on different variables, such as product marketability, marketing strategies, product development and innovation, and challenges faced by start-up businesses. Such studies can provide valuable information for DTI, LGUs, and DOT to design more effective programs and technical assistance initiatives that support MSMEs and small business owners venturing into similar projects or concepts.

5. References

- Abidin, R., Osman, N. H., & Hashim, R. (2021). (9) (PDF) Critical Success Factors in Business Operation and Its Impact on Productivity Growth. ResearchGate. <https://doi.org/10.2991//aebmr.k.210727.007>
- Adeel Luqman, Zhang, Q., & Hina, M. (2023). Employees' proactiveness on enterprise social media and social consequences: An integrated perspective of social network and social exchange theories. *Information & Management*, 60(6), 103843–103843. <https://doi.org/10.1016/j.im.2023.103843>
- Adel Ben Youssef, Sabri Boubaker, & Anis Omri. (2018). Entrepreneurship and sustainability: The need for innovative and institutional solutions. *Technological Forecasting & Social Change/Technological Forecasting and Social Change*, 129, 232–241. <https://doi.org/10.1016/j.techfore.2017.11.003>
- Adnan, Y. (2021). An Investigation of Entrepreneurial SMEs' Network Capability and Social Capital to Accomplish Innovativeness: A Dynamic Capability Perspective - Zahid Sarwar, Muhammad Asif Khan, Zhen Yang, Adnan Khan, Muhammad Haseeb, Aaqib Sarwar, 2021. SAGE Open. <https://journals.sagepub.com/doi/full/10.1177/21582440211036089>
- Amanlampong, E.-M. (2022). Association between entrepreneurial orientation and the performance of small and medium enterprises in Ghana: the role of network ties. *Cogent Business & Management*. <https://doi.org/10.1080//23311975.2024.2302192>
- Annuridya Rosyidta Pratiwi Octasyilva, Lilik Noor Yuliati, Hartoyo Hartoyo, & Soehadi, A. W. (2022). Innovativeness as the Key to MSMEs' Performances. *Sustainability*, 14(11), 6429–6429. <https://doi.org/10.3390/su14116429>
- Astrini, N. J., T Rakhmawati, S Sumaedi, I G M Y Bakti, M Yarmen, & S Damayanti. (2020). Innovativeness, Proactiveness, and Risk-taking: Corporate Entrepreneurship of Indonesian SMEs. *IOP Conference Series: Materials Science and Engineering*, 722(1), 012037–012037. <https://doi.org/10.1088/1757-899x/722/1/012037>
- Bensaada, I., & Taghezout, N. (2019). An enterprise risk management system for SMEs: innovative design paradigm and risk representation model. *Small Enterprise Research*, 21(2019), 1–28. <https://doi.org/10.1080/13215906.2019.1624190>
- Bischoff, K. (2019). A study on the perceived strength of sustainable entrepreneurial ecosystems on the dimensions of stakeholder theory and culture. *Small Business Economics*, 56(3), 1121–1140. <https://doi.org/10.1007/s11187-019-00257-3>
- Brownhilder Ngek Neneh. (2019). From entrepreneurial alertness to entrepreneurial behavior: The role of trait competitiveness and proactive personality. *Personality and Individual Differences*, 138, 273–279. <https://doi.org/10.1016/j.paid.2018.10.020>
- Brzozowska, A., & Kabus, J. (2018). Determinants of enterprises' innovativeness in the light of empirical studies – case studies of Austria and Poland. *Zeszyty Naukowe. Organizacja I Zarządzanie / Politechnika Śląska*, z. 116. <https://yadda.icm.edu.pl/baztech/element/bwmeta1.element.baztech-2793e179-05ca-499f-a923-ef40c09bb13d>
- Cho, Y. H., & Lee, J.-H. (2018a). Entrepreneurial orientation, entrepreneurial education and performance |

- Emerald Insight. *Asia Pacific Journal of Innovation and Entrepreneurship*, 12(2), 124–134.
<https://doi.org/10.1108 //APJIE>
- Dvorsky, J., Belas, J., Gavurova, B., & Brbenec, T. (2021). Business risk management in the context of small and medium-sized enterprises. *Economic Research-Ekonomska Istraživanja*. <https://doi.org/10.1080//1331677X.2020.1844588>
- Fobbe, L., & Per Hilletoft. (2021). The role of stakeholder interaction in sustainable business models. A systematic literature review. *Journal of Cleaner Production*, 327, 129510–129510.
<https://doi.org/10.1016/j.jclepro.2021.129510>
- Frick, J. (2023). Establishing Effective Business/ Stakeholder Networks to Underpin Regional Digital Strategies. *International Journal of Business and Management Science*. <https://doi.org/10.5539/ijbm.v18n4p63>
- García-Piqueres, G., Ana-M. Serrano-Bedia, & Pérez-Pérez, M. (2019). Knowledge Management Practices and Innovation Outcomes: The Moderating Role of Risk-Taking and Proactiveness. *Administrative Sciences*, 9(4), 75–75. <https://doi.org/10.3390/admsci9040075>
- Guo, H. (2023). Enterprise litigation risk and risk taking. *Finance Research Letters*, 58, 104025–104025.
<https://doi.org/10.1016/j.frl.2023.104025>
- Huang, S., Huang, Q., & Soetanto, D. (2023). Entrepreneurial orientation dimensions and the performance of high-tech and low-tech firms: A configurational approach. *European Management Journal*, 41(3), 375–384. <https://doi.org/10.1016/j.emj.2022.03.002>
- Janjic, I., & Radjenovic, T. (2019). The importance of managing innovation in modern enterprises. ResearchGate. <https://doi.org/10.5937//ekonomika1903045J>
- Kadarusman, K., & Rosyafah, S. (2022). Innovativeness, Risk-Taking, Proactiveness, and Firm Performance with Learning Organizations as Mediating Variables. *Matrik : Jurnal Manajemen, Strategi Bisnis Dan Kewirausahaan*, 47. <https://doi.org/10.24843/matrik:jmbk.2022.v16.i01.p04>
- Kraus, S., McDowell, W., & Enrique, D. (2021). The role of innovation and knowledge for entrepreneurship and regional development. *Entrepreneurship & Regional Development*. <https://www.tandfonline.com/doi/full/10.1080/22797254.2021.1872929>
- Lawal, F., & Taiwo, A. (2019). NEXUS BETWEEN INFORMAL NETWORKS AND RISK-TAKING: IMPLICATIONS FOR IMPROVING THE PERFORMANCE OF SMALL AND MEDIUM ENTERPRISES (SMES) IN NIGERIA.
<https://eprints.federalpolyilaro.edu.ng/1127/1/TAIWOA.A12.pdf>
- Lyu, B., Yi, R., Fan, G., & Zhang, Y. (2023). Stakeholder network for developing open innovation practice of China's manufacturing enterprises. *Heliyon*, 9(3), e13192–e13192. <https://doi.org/10.1016/j.heliyon.2023.e13192>
- Manaf, A., Ku, Muhammad, & Yossie Rossanty. (2021). *International Journal of Business Economics (IJBE)*, 3(1), 1–19. <https://jurnal.umsu.ac.id/index.php/ijbe/article/view/7895/9526>
- Memarista, G., Wijaya, O., Cahyadi, T., & Afandi, M. (2022). Does Risk Taking Behavior Drive MSME Innovation During Covid-19 Pandemic? *Matrik : Jurnal Manajemen, Strategi Bisnis Dan Kewirausahaan*, 179. <https://doi.org/10.24843/matrik:jmbk.2022.v16.i01.p14>
- Mendez, P. (2023, August 28). One Town, One Product program now a law. *OpinYon News*; OpinYon Media Advocacies, Inc. <https://opinyon.net/business/one-town-one-product-program-now-a-law>
- Mitra, J. (2019). *Entrepreneurship, Innovation and Regional Development*. In Routledge eBooks. Informa. <https://doi.org/10.4324/9781315543130>
- Mustafa, L. (2019). Role of managerial staff in success of the enterprise and importance of small and medium enterprises – SME in economic development . 14. <https://doi.org/Role%20of%20managerial%20staff%20in%20success%20of%20the%20enterprise%20and%20importance%20of%20small%20and%20medium%20enterprises%20%E8%AD%20SME%20in%20economic%20development>
- Natsuda, K., Igusa, K., & Thoburn, J. (2023). One Village One Product – rural development strategy in Asia: the case of OTOP in Thailand. *Canadian Journal of Development Studies/Revue Canadienne d'Études Du Développement*. <https://www.tandfonline.com/doi/abs/10.1080/02255189.2012.715082>
-

- Manila Bulletin. OTOP's moment has arrived to empower more MSMEs. (2023).
<https://mb.com.ph/2023/9/4/otop-s-moment-has-arrived-to-empower-more-msme-es>
- Ozdemir, S., Destan Kandemir, Teck Yong Eng, & Gupta, S. (2020). Vertical stakeholder collaborations for firm innovativeness in new product development: The moderating roles of legal bonds and operational linkages. *Journal of Business Research*, 119, 172–184. <https://doi.org/10.1016/j.jbusres.2019.08.014>
- Pedraza, J. (2021). The Micro, Small, and Medium-Sized Enterprises and Its Role in the Economic Development of a Country. ResearchGate. <https://doi.org/10.5430//bmr.v10n1p33>
- Pelegrin, M. A. (2022). (7) (PDF) Proactiveness, Innovativeness and Risk-Taking Propensity: Its Implications on Sales Growth Performance of Micro-Businesses. ResearchGate.
<https://doi.org/10.32996//jbms.2022.4.4.25>
- Purevdulam Altantsetseg, Alaleh Dadvari, Tsevegjav Munkhdelger, Gerelt-Od Lkhagvasuren, & Massoud Moslehpour. (2020). Sustainable Development of Entrepreneurial Orientation through Social Drivers. *Sustainability (Basel)*, 12(21), 8816–8816. <https://doi.org/10.3390/su12218816>
- Ramos, E. C., & Ylagan, A. (2022). Key success factors and entrepreneurial orientation of one town one product in the province of Camarines Sur. *International Journal of Research Studies in Management*, 10(2).
<https://doi.org/10.5861/ijrsm.2022.18>
- Sajilan, S., & Tehseen, S. (2019). Network Competence and Firm Performance: The Mediating Role of Entrepreneurial Innovativeness among Malaysian Chinese Entrepreneurs of Wholesale Businesses. *Asian Academy of Management Journal*, 24(Supp.1), 187–201.
<https://doi.org/10.21315/aamj2019.24.s1.13>
- Shir, N., Nikolaev, B. N., & Joakim Wincent. (2019). Entrepreneurship and well-being: The role of psychological autonomy, competence, and relatedness. *Journal of Business Venturing*, 34(5), 105875–105875. <https://doi.org/10.1016/j.jbusvent.2018.05.002>
- Staniewski, M. W., Nowacki, R., & Katarzyna Awruk. (2019). Entrepreneurship and innovativeness of small and medium-sized construction enterprises. *International Entrepreneurship and Management Journal*, 12(3), 861–877. <https://doi.org/10.1007/s11365-016-0385-8>
- Tadeo, J. B., & Muralla, D. S. (2022). Opportunities and Challenges of Selected One Town One Product Enterprises in Selected Towns of Cavite Amidst Pandemic. *International Journal of Multidisciplinary (Online)*, 3(11), 2255–2265. <https://doi.org/10.11594/ijmaber.03.11.12>
- Tadeo, J., & Mojica, M. (2022). PEJ Reader. Ejournal.ph. <https://ejournals.ph/function/reader1/read2/web/reader.php?id=uploads%2Farchive%2FIRJSTEM%2FVol.+2+No.+4+%282022%29%2FArticles%2Fart12.pdf&di=19210>
- Vaillant, Y., & Lafuente, E. (2019). Entrepreneurial experience and the innovativeness of serial entrepreneurs. *Management Decision*, 57(11), 2869–2889. <https://doi.org/10.1108/md-06-2017-0592>
- Van, R. K. (2020a). Proactive Entrepreneurs: Who Are They and How Are They Different? - Raymond K. Van Ness, Charles F. Seifert, Janet H. Marler, William J. Wales, Mark E. Hughes, 2020. *The Journal of Entrepreneurship*. <https://journals.sagepub.com/eprint/JAEC9YSBCKXIPMPMJG6T/full>
- Wales, W. J., Covin, J. G., & Monsen, E. (2020). Entrepreneurial orientation: The necessity of a multilevel conceptualization. *Strategic Entrepreneurship Journal*, 14(4), 639–660. <https://doi.org/10.1002/sej.1344>
- Yaser Hasan Al-Mamary, & Alshallaqi, M. (2022). Impact of autonomy, innovativeness, risk-taking, proactiveness, and competitive aggressiveness on students' intention to start a new venture. *Journal of Innovation & Knowledge/Journal of Innovation and Knowledge*, 7(4), 100239–100239.
<https://doi.org/10.1016/j.jik.2022.100239>
- Yoshino, N., & Taghizadeh-Hesary, F. (2018). Major Challenges Facing Small and Medium-sized Enterprises in Asia and Solutions for Mitigating Them Asian Development Bank Institute. <https://www.adb.org/sites/default/files/publication/182532/adbi-wp564.pdf>
- Zhao, D., & Smallbone, D. (2019). What affects nascent entrepreneurs' proactiveness. *Asia Pacific Management Review*, 24(4), 318–326. <https://doi.org/10.1016/j.apmr.2018.12.001>
- Žiga Peljko, & Jasna Auer Antončič. (2022). Entrepreneurial Curiosity, Innovativeness of the Entrepreneur, and Company Growth. *Behavioral Sciences*, 12(11), 424–424. <https://doi.org/10.3390/bs12110424>