

## Beyond the proposal: Repositioning the DWCSJ MBA graduates' feasibility studies into catalysts for development

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### **Abstract**

This study evaluates the potential of repositioning the Master of Business Administration (MBA) Feasibility Studies (FS) program at the Divine Word College of San Jose (DWCSJ) as an active catalyst for local economic development in Occidental Mindoro. Using an Input-Process-Output (IPO) framework and descriptive document analysis, this research examines 11 purposively selected feasibility studies across the production and service sectors to assess their operational viability, financial efficiency, and alignment with CHED CMO No. 52, Series of 2016, and the United Nations 2030 Agenda. Profile findings reveal a strategic preference for sole proprietorships and lean, three-person operational scales tailored for hyper-local market demands. Financial analysis underscores significant viability and distinct sectoral drivers. In the production sector, high-yield value-added processing leads to capital efficiency, notably with Tuna Tocino (108% ROI, PhP 1.59M Net Income) and Suman Kalabasa (102% ROI), while essential commodities like Hog Raising command the highest market share (20%). In the service sector, a strategic divergence exists between high-efficiency niche markets such as Pet Grooming (96% ROI, 95% market share) and high-revenue technical utilities such as Solar Panel Installation (92% ROI, PhP 773K Net Income). Thematically, these ventures directly map onto SDG 1 (No Poverty), SDG 8 (Decent Work), and SDG 12 (Responsible Production). The study proposes a strategic translation blueprint via the One Barangay, One Product (OBOP) framework and Public-Private Partnerships (PPPs) to transition theoretical academic constructs into actionable, value-driven micro, small, and medium enterprises (MSMEs) that foster sustainable provincial community prosperity. To transition these theoretical constructs into actionable enterprises, it is recommended that CHED, DWCSJ, and local government units

collaboratively institutionalize an academic-to-market incubation pipeline.

**Keywords:** feasibility studies, OBOP strategy, Sustainable Development Goals, academic-to-market transition, service sector efficiency, value-added processing

## **Beyond the proposal: Repositioning the DWCSJ MBA graduates' feasibility studies into catalysts for development**

### **1. Introduction**

A profound breakthrough in current business activities often begins with a meticulously crafted feasibility study (FS). The FS serves more than a preliminary inquiry, as it delves deeply into the multifaceted complexities of a given proposal, rigorously validating that the intended objectives are not only achievable but also sustainable within the competitive landscape (Chukwuka & Igweh, 2024). Graduate business programs are the main drivers of knowledge generation, economic forecasting, and local enterprise development in today's academic environment. The Master of Business Administration (MBA) program for advanced business education is specifically designed to generate high-impact, actionable research that addresses practical operational issues (Sayson et al., 2024). This educational mandate is closely linked to the creation of student research that promotes local economic self-reliance at Divine Word College of San Jose, a prestigious Catholic Higher Education Institution (HEI) in Occidental Mindoro. Student-submitted feasibility studies that concentrate on the service sector are among these academic outputs that serve as important models for regional development. Moreover, the culmination of the rigorous academic journey for MBA candidates is marked by the submission of a comprehensive FS. These studies are designed to explore innovative business concepts intended to yield significant benefits for the broader community (Macabata et al., 2025).

The Commission on Higher Education (CHED) specifically encourages higher education institutions to go beyond traditional classroom boundaries by ensuring that graduate research actively drives regional innovation, inclusive social progress, and economic productivity (Malolos & Tullao, 2018). According to current national frameworks, academic research must serve as a platform for finding practical, evidence-based answers to real-world challenges faced by local communities (Collins et al., 2018). When high-caliber MBA feasibility studies are isolated as graduation requirements without a thorough analysis of their operational viability. The institution risks underutilizing significant intellectual capital when exceptional MBA feasibility studies are treated as graduation requirements without thorough analysis of their underlying themes and operational viability (Lacerna, 2019). The translation of research into local enterprise solutions is delayed by this lack of strategic assessment, creating a clear gap between knowledge creation in the classroom and its application in the external economy (Dwivedi et al., 2024). Furthermore, a persistent challenge is that these exhaustive research efforts often remain confined to library shelves, gathering dust as academic artifacts. Regrettably, very few of these proposals are ever translated into tangible, actionable enterprises that could provide substantive benefits to their intended stakeholders (Estrada et al., 2023; López Fernández & Oliver, 2025).

Graduate research in the production sector immediately contributes to SDGs 9 (Industry, Innovation, and Infrastructure) and 12 (Responsible Consumption and Production) by providing manufacturing and processing methods that are practical in resource-rich places such as Occidental Mindoro (Küfeoğlu, 2022). Furthermore, incorporating value-chain principles and sustainable operations into postgraduate programs ensures that strategic supply chain management, waste minimization, and resource efficiency are applied in practice rather than merely theoretical concepts (López, 2021). Globally, localized contributions to the UN SDG 2030 Vision are achieved when educational institutions fulfill their important responsibility to equip future industrial leaders with the strategic tools, design thinking, and problem-solving skills necessary to address complex manufacturing and socioeconomic challenges (Amorós Molina et al., 2023). Graduate research in the production sector immediately advances SDGs 12 (Responsible Consumption and Production) and 9 (Industry, Innovation, and Infrastructure) by providing practical processing ideas tailored to developing rural areas like Occidental Mindoro. Additionally, integrating sustainable production principles into postgraduate programs ensures that eco-friendly manufacturing frameworks and effective resource allocation are not merely theoretical concepts (López, 2021).

In the service sector, graduate research directly intersects with SDG 8 (Decent Work and Economic Growth) and SDG 9 (Industry, Innovation, and Infrastructure) by offering viable business models tailored to developing provinces such as Occidental Mindoro. Additionally, integrating sustainable development principles into postgraduate curricula ensures that corporate social responsibility and strategic resource allocations are practical rather than just theoretical concepts (López, 2021; Stoian et al., 2019). On a global level, localized contributions to the UN SDG 2030 Vision. Higher education institutions have a significant obligation to equip future managers with the strategic tools, design thinking, and problem-solving abilities required to tackle challenging socioeconomic issues (Amorós Molina et al., 2023). Graduate research in the service sector immediately contributes to SDGs 8 (Decent Work and Economic Growth) and 9 (Industry, Innovation, and Infrastructure) by offering practical business concepts tailored to developing regions like Occidental Mindoro. Additionally, integrating sustainable development principles into postgraduate programs ensures that strategic resource allocation and corporate social responsibility are not merely theoretical concepts (López, 2021).

Consequently, there is a more compelling and urgent need to scrutinize these studies through a more critical lens. It is imperative to evaluate whether these research outputs align with CHED's mandate, which holds that academic research should serve as a potent catalyst for meaningful societal development rather than a mere exercise in academic compliance. Given this explanation, the present study seeks to analyze how the theoretical dimensions of these feasibility studies, specifically their economic, social, environmental, and technical viability, can be operationalized beyond the traditional confines of the academe. By bridging the gap between theory and practice, this research aims to ensure that graduate inquiry contributes authentically to the common good and fosters sustainable progress within the region.

**Objectives of the Study** - The objectives of the study are the following: (1) To determine the profile of the submitted and approved feasibility study of MBA DWCSJ Graduates in terms of business style, number of staff, basic raw materials, source of raw materials, and target market (for the service sector only). (2) To determine the Financial Aspect in terms of capitalization, market share, return on investment, and net income. (3) To examine the FS produced by DWCSJ MBA graduates through the lens of thematic relevance and their alignment with contemporary market demands. (4) To study and analyze the FS submitted by DWCSJ MBA graduates in relation to the key research priority areas established by the CHED CMO No. 52, Series of 2016, and the United Nations (UN) 2030 Agenda for Sustainable Development, specifically focusing on their integration with the seventeen (17) Sustainable Development Goals (SDGs). (5) To determine the extent to which the current MBA research agenda of DWCSJ reflects a strategic and emerging alignment between rigorous academic investigation and the evolving socio-economic requirements of the community. (6) To identify and propose viable pathways for the repositioning of these FS, transitioning them from purely theoretical academic requirements into meaningful, value-driven, and actionable business activities that foster economic development.

**Significance of the Study** - The primary reason for this research is to critically evaluate whether the FS submitted by DWCSJ MBA graduates transcends academic requirements to contribute meaningfully to the advancement of the common good. Consequently, the successful and timely completion of this inquiry will offer significant contributions to the following stakeholders: For the MBA students and graduates, this study serves as a source of intellectual enlightenment and a significant boost to the professional morale of DWCSJ MBA graduates, providing them with the validation that their scholarly labor translates into a tangible impact on society. For current students and prospective candidates, these findings will function as a symbolic beacon of inspiration, encouraging them to pursue research excellence that moves beyond mere compliance toward purposeful, high-impact innovation. For Divine Word College of San Jose (DWCSJ), as a premier academic institution in Occidental Mindoro and the MIMARORA Region, DWCSJ will benefit from a data-driven opportunity to reassess and recalibrate its Graduate School academic agenda. This research will provide the necessary insights to ensure that the school's curriculum and research priorities remain aligned with the ever-changing requirements of the modern global academic environment, fostering a culture of continuous improvement. For CHED and the UN SDG 2030 Vision, this research serves as a tangible demonstration of DWCSJ's MBA program's alignment with CHED's rigorous mandates and the UN SDGs' visionary objectives for 2030. By demonstrating a commitment to research

that addresses economic, social, and environmental challenges, this research affirms HEIs' role as vital engines of sustainable development and national progress.

For school administrators and heads, the results of this study provide program chairs, academic deans, and institutional leaders with an empirical baseline to assess the usefulness of graduate-level outputs. It gives administrators the strategic clarity they need to create focused academic policies, resource distributions, and institutional connections. Administrators can create more efficient research-track rules, maximize faculty advising specializations, and improve institutional accreditation documentation of research productivity by identifying the strengths and theme holes in previous feasibility studies. For the local community and industry stakeholders, this study directly benefits local cooperatives, micro, small, and medium-sized businesses (MSMEs), and local government units (LGUs) in Occidental Mindoro by bridging the conventional gap between academic theory and community application. The community can get organized, data-driven business blueprints by gaining access to a carefully selected inventory of production and service models. This lowers the risks associated with local business development, identifies untapped regional resources, and provides local politicians with trustworthy data to support sustainable regional industries and community-based livelihood initiatives. Lastly, for future researchers, this study provides a thorough conceptual framework and a methodological reference point. It prevents future researchers from repeating earlier work and makes it easier for them to identify unexplored subjects or gaps in the business that need further investigation by outlining the current landscape of MBA feasibility studies. Additionally, scholars in different academic fields or geographic areas who wish to assess the developmental usefulness of their own institution's graduate archives can adapt the framework developed in this study.

**Scope and Delimitation of the Study** - While a vast array of researchable concepts and inquiries are submitted annually to fulfill postgraduate academic requirements, this study selectively focuses on a purposive sample of eight (8) approved DWCSJ MBA graduates' feasibility studies in the production and 4 service sectors. These specific works were identified based on their potential for immediate socio-economic application. In this study, the eight (8) approved production FS were included under the following subjects: Squash sticky rice cake (*Suman Kalabasa*), Smoothie Bar, Organic Eggs, Quail Eggs, Tuna Tocino, Salt Packaging, Hog Raising, and Compost Production. The three (3) approved service FS are as follows: solar panel installation services, pet grooming and boarding services, and water refilling stations. This study focuses on how the theoretical dimension of the twelve (12) FS is repositioned in terms of economic, social, environmental, and technical viability. The feasibility studies were done from 2021 to 2024. It is important to emphasize that this research does not seek to amend, alter, or critique the original structural integrity of the aforementioned FS. Rather, the primary objective is to provide a strategic overlay of innovative suggestions. By introducing these repositioning frameworks, the study aims to elevate these themes from stagnant academic compliance to dynamic contributors toward the upliftment of the common good and community prosperity.

## 2. Methodology

The FS analyzed in this study used a descriptive method. As articulated by Deckert and Wilson (2022), descriptive research is a systematic method for collecting information through direct observation, comprehensive surveys, and structured interviews to characterize a particular phenomenon. The original authors of these FS used psychometric instruments, specifically questionnaires and interview schedules, to collect empirical data from their respective target populations. In this FS analysis, the researcher adopts the Input-Process-Output (IPO) model, which is better suited for the transformative nature of this study. Unlike rigid linear systems, the IPO model functions as a dynamic system where various components interact to influence the final result (Dunaetz, 2020). The IPO model, as shown in Figure 1, offers a simple, practical, and efficient way to analyze and document the evolution of an idea from a theoretical construct to a viable enterprise (Feldman, 2025). Furthermore, this study employs data records and document analysis as exploratory data collection methods. Chands (2025) explains that this approach is vital for gaining deep insights by leveraging existing, high-integrity documents as a primary data source.

The factors under the Input Column are the results of the twelve (12) DWCSJ MBA graduates' FS approved by the DWCSJ Graduate School. These factors include the products' profiles and financial aspects. Profile includes business style, number of staff, basic raw materials, sources of raw materials, and target market (for the service sector only). The Financial Aspect includes capitalization, market share, ROI, and Net Income. Under the Process Column are the research design, data gathering, records, in-depth analysis, review of related literature, and statistics using frequency and percentage. Under the Output Column is the One Barangay One Product (OBOP) strategy, which includes community identification and product matching. By adopting the OBOP strategy, the research provides a structured pathway to reposition graduate studies toward localized, productive business activities that align with the mandate for meaningful societal development.

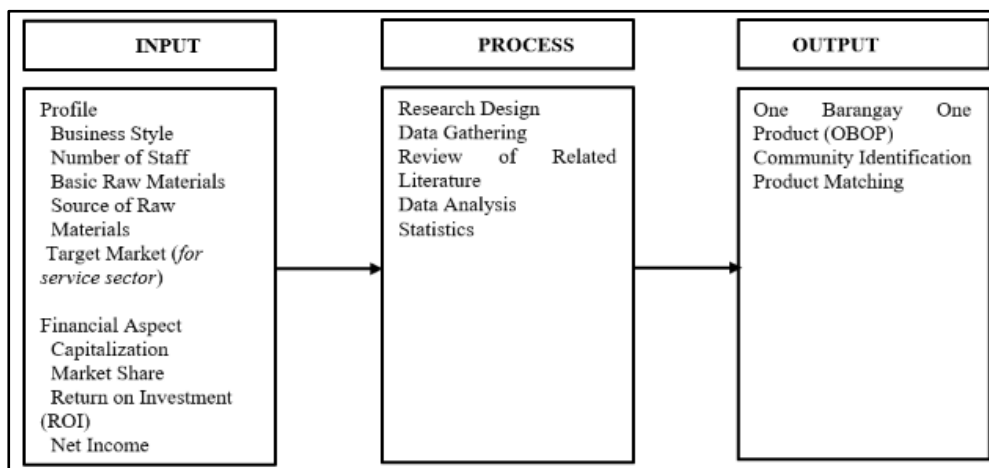


Figure 1. Input-Process-Output Model

The following products were selected based on their latent potential for market growth and societal contribution (for the production sector):

- **Squash sticky rice cake (*Suman Kalabasa*):** This innovation leverages the abundance of Squash (*Kalabasa*) in Occidental Mindoro (Cajayon et al., 2024). By applying traditional techniques from the Bicol and Visayan regions to local produce, this venture creates a value-added agricultural product with strong potential for regional brand identification.
- **Nutritional Smoothie Bar:** Given Occidental Mindoro's tropical climate, a smoothie bar offering health-conscious, nutrient-dense beverages targets the burgeoning wellness market, particularly among youth and health-oriented consumers (Villabesa, 2023).
- **Organic Poultry Eggs:** While recognized for their superior nutritional profile and culinary appeal, organic eggs currently occupy a niche market. This study explores strategies to scale production, thereby increasing market share and ensuring affordability for lower-income demographic segments (Villareal et al., 2025).
- **Quail Egg Production:** As a high-protein alternative to traditional poultry, quail eggs offer significant nutritional benefits. This venture aims to transition the product from a specialized snack to a staple protein source, expanding its current market footprint (Namata et al., 2025).
- **Tuna Tocino:** Tuna is a premium marine commodity with global demand. By processing tuna into fish tocino, the study examines the transformation of raw saltwater resources into a high-value, shelf-stable delicacy tailored for local and domestic markets (Colesio et al., 2025).
- **Salt Packaging:** Salt remains a universal commodity with critical commercial applications (Escano & Limos-Galay, 2023; Prado, 2024). This study focuses on the transition from bulk production to specialized, iodized retail packaging, ensuring both food safety compliance and enhanced marketability.

(Prado, 2024).

- **Hog Raising and Swine Production:** Swine raising is a traditional cornerstone of Filipino backyard livelihoods. However, due to increasingly stringent zoning and environmental regulations in residential zones, market supply has become volatile. This study addresses the need to modernize hog farm operations to ensure regulatory compliance while sustaining market demand (Madulo, 2022; Limos-Galay et al., 2023; Baguinon & Galay-Limos, 2026).
- **Organic Compost Production:** This venture addresses the environmental imperative of waste management. By converting biodegradable materials, such as yard waste and agricultural by-products, into high-quality organic fertilizer, the study explores the “waste-to-wealth” paradigm for rural community development (Subang, 2024).

The following products were selected based on their latent potential for market growth and societal contribution (for the service sector):

- **Solar Panel Installation Services:** This service leverages Occidental Mindoro's high solar irradiation to provide a sustainable energy option as the province struggles with unstable power supplies and rising energy costs. This project helps households and small businesses make the transition to energy independence by providing expert installation and technical maintenance. This directly contributes to climate resilience and lowers operating costs for the local economy (Bagatsolon-Sy, 2023).
- **Pet Grooming and Boarding Services:** This endeavor addresses the “market maturation” seen in urbanizing areas like Mamburao and San Jose. The need for specialized hygiene and short-term care services is rising as domestic pets become more integrated into families. This study investigates the feasibility of a niche service model that offers professionalized jobs in the animal care industry while satisfying the discretionary spending of the growing middle class (Gonzales, 2023).
- **Water Refilling Station:** A vital component of community well-being and public health is still having access to clean, drinkable water. In residential clusters like Barangay Monte Claro, this service fills the urgent need for decentralized, reasonably priced, and clean drinking water. The project turns a basic biological need into a structured, long-term economic strategy that reduces the danger of waterborne infections by emphasizing strict filtration requirements and effective local delivery systems (Perez, 2021).

**Ethical Considerations:** The twelve (12) DWCSJ MBA graduates' FS used as the basis for this study were conducted in strict accordance with DWCSJ's ethical mandates and prevailing research standards. The original student-researchers ensured that all interactions with human participants, specifically during surveys and interviews, were grounded in the following principles: Informed Consent, participants were fully apprised of the nature and purpose of the research before their voluntary engagement. Autonomy and self-determination, the right of individuals to participate or withdraw from the study without prejudice, were strictly upheld. Privacy and confidentiality: all personal data collected during the primary research phase were handled with the utmost discretion, ensuring that respondents' identities remained anonymous and protected from unauthorized disclosure. In conducting this analysis and repositioning study, the authors have maintained an unwavering commitment to the stringent provisions of academic integrity and intellectual property law.

### 3. Results and Discussion

Table 1 shows the profile of the submitted and approved FS of MBA DWCSJ Graduates for the production sector. In terms of business style and legal ownership framework, the data reveals a heavy leaning toward Sole Proprietorships, which constitute 87.50% (7 out of 8) of the proposed ventures. Only one venture, Hog Raising, is structured as a Partnership. It is not surprising that Sole Proprietorship has the largest number of ownership

structures because it is easy to start and requires small capitalization. Sole proprietorship is, without a doubt, the simplest form of business in the Philippines. The process of setting up and registering is much less complicated than that of partnerships and corporations. It is easier to set up because it requires minimal capital, lower business registration costs, and fewer regulatory requirements (Estebal & Natividad, 2024). Moreover, it can be deduced that no participant opted for a corporation because of the greater difficulty of setup compared to a sole proprietorship (Macabata et al., 2025). The results suggest that DWCSJ MBA graduates are designing businesses that prioritize individual ownership and simplified decision-making. These are characteristic of Micro, Small, and Medium Enterprises (MSMEs), which are the backbone of the local economy in Occidental Mindoro. Safitri & Dinana (2025) posit that MSMEs play a strategic role in the national economy, particularly as job providers and drivers of economic growth. Their contribution to Gross Domestic Product and the equitable distribution of community welfare make MSMEs the backbone of the economy. On the other hand, the shift toward a partnership for hog raising likely reflects the higher capital requirements and operational risks associated with livestock production.

**Table 1**  
*Profile of the Submitted and Approved Production Sector Feasibility Study of MBA DWCSJ Graduates*

Production Sector	Business Style	No. of Staff	Basic Raw Materials	Source of Raw Materials
Squash sticky rice cake ( <i>Suman Kalabasa</i> )	Sole Proprietorship	3	Squash	Magsaysay and other neighboring municipalities
Smoothie Bar	Sole Proprietorship	3	Fresh fruits and vegetables	Oriental Mindoro and neighboring towns (Iling, San Jose, Burgos, Sablayan)
Organic Egg	Sole Proprietorship	3	Chicken, Egg	Batangas, San Jose
Quail Egg	Sole Proprietorship	2	Quail, Egg	Batangas
Tuna Tocino	Sole Proprietorship	3	Tuna Fish	Ligaya, Sablayan
Salt Packaging	Sole Proprietorship	3	Salt	San Jose, Magsaysay
Hog Raising	Partnership	4	Pig	Oriental Mindoro and nearby towns in Occidental Mindoro
Compost Production	Sole Proprietorship	4	Waste Products, Dry Leaves	San Jose

Regarding the number of staff, research shows that the skills and abilities of business owners and employees influence the direction and level of growth achieved, so staff should be viewed as an important resource for the business (Hanifah & Innayah, 2024). Based on the study, the ventures are notably uniform in their labor requirements, maintaining a lean workforce of 2 to 4 staff. In terms of staffing distribution, 62.5% of these businesses require exactly 3 staff members, while the most labor-intensive, Hog Raising and Compost Production, requires 4 staff members (Madulo, 2022; Limos-Galay et al., 2023; Baguion & Galay-Limos, 2026; Subang, 2024). This lean startup approach indicates that the DWCSJ MBA graduates' FS themes are highly realistic and manageable. By keeping labor costs low, these ventures maximize their potential for sustainability during the critical initial phases of operation outside the classroom.

Furthermore, regarding basic raw materials, Otabek & Shavkatbek (2024) state that raw materials are foundational substances that businesses transform during production to create products. Raw materials are categorized as direct or indirect, with direct raw materials visibly used in finished products (such as wood in furniture). On the other hand, indirect raw materials support the production process but do not directly appear in the finished product. The sourcing of raw materials highlights a strong commitment to regional integration and the circular economy. In fact, most raw materials are sourced locally (San Jose, Magsaysay, Sablayan) or from neighboring provinces like Batangas and Oriental Mindoro. The reliance on Batangas for poultry (Organic and Quail eggs) shows a strategic understanding of existing agricultural trade routes (Namata et al., 2025; Villareal et al., 2025). On the other hand, the studies on Compost Production and Squash sticky rice cake (*Suman Kalabasa*) are particularly noteworthy (Cajayon et al., 2024). They utilize local agricultural abundance (Squash) and waste products and materials, directly aligning with the UN SDG 12 (Responsible Consumption and Production).

**Table 2**
*Profile of the Submitted and Approved Service Sector Feasibility Study of MBA DWCSJ Graduates*

Service Sector	Business Style	No. of Staff	Basic Raw Materials	Target Market
Solar Panel Installation Services	Sole Proprietorship	3	Solar Panel, Battery, Inverter, Automatic Switch, and Circuit Breaker	Households and Business Establishments/Business Owners in San Jose, Occidental Mindoro
Pet Grooming and Boarding Services	Sole Proprietorship	3	Pet Grooming Tools, Sanitary and Cleaning Supplies	Pet Owners/Lovers in Mamburao, Occidental Mindoro
Water Refilling Station	Sole Proprietorship	3	Water Refilling Machines, Delivery Vehicles, and Electric Water Pump	Residents of Barangay Monte Claro, San Jose, Occidental Mindoro

Table 2 shows the profile of service-sector feasibility studies submitted by MBA graduates, revealing a strategic focus on localized, niche service markets within Occidental Mindoro. A primary observation from the data is the structural uniformity in Business Style and Human Capital requirements. All three identified enterprises, Solar Panel Installation Services, Pet Grooming and Boarding Services, and the Water Refilling Station, opted for a Sole Proprietorship legal structure managed by a lean team of exactly three (3) staff members. In the context of Philippine enterprise development, this structural choice aligns with the prevailing operational realities of Micro, Small, and Medium Enterprises (MSMEs). Aspiring business owners in developing provinces frequently use sole proprietorships to reduce bureaucratic obstacles, preserve centralized operational control, and guarantee flexibility in unstable local markets, according to regional economic research (Quingco & Leonoras, 2019).

Additionally, the three-person basic staffing model suggests a focus on labor focusing throughout the cruder-up stage. According to research, service-sector startups frequently maintain a lean workforce and cross-train staff to manage both front-end consumer interactions and back-end operational workflows concurrently, addressing initial cost constraints (Alford & Page, 2015). The classification of basic raw materials in these studies emphasizes the importance of “facilitating goods” to service blueprinting. Service operations rely on physical components as essential infrastructure for delivering the service experience, in contrast to the manufacturing sector, where raw materials are converted into entirely new physical goods (Bordoloi et al., 2023). The Water Refilling Station primarily relies on purification equipment and supply vehicles, whereas the Solar Panel Installation service requires technical hardware (inverters, batteries, and switches) (Perez, 2021). This distinction is important for a regional feasibility study, as it underscores graduate researchers' point that establishing dependable supply chains for technical equipment is critical to service viability in provincial locations such as San Jose and Mamburao. The performance and upkeep of a service enterprise's physical facilitating assets are inextricably linked to its operational quality and dependability (Wang et al., 2023). As a result, these MBA studies show that effective logistical planning and equipment acquisition are essential to providing local services.

**Table 3**
*Comparative Viability on the Feasibility Study (Production Sector) Themes*

Category	Representative Studies	Strategic Value	Alignment (SDG)
Value-Added Agri-Food	Suman Kalabasa, Tuna Tocino, Smoothie Bar	Enhances the market value of local primary produce	SDG 1 (No Poverty) and SDG 8 (Decent Work & Economic Growth) & SDG 12 (Responsible Consumption & Production)
Livestock and Poultry	Hog Raising, Organic Eggs, Quail Eggs	Addresses food security and protein availability	SDG 2 (Zero Hunger) & SDG 3 (Good Health and Well-being)
Utility and Sustainability	Salt Packaging, Compost Production	Supports essential infrastructure and environmental management	SDG 9 (Industry, Innovation & Infrastructure) & SDG 12 (Responsible Consumption & Production)

Lastly, the target market research reveals significant demographic and geographic segmentation. The graduate researchers found distinct, highly localized clusters of houses and businesses in San Jose; pet owners in Mamburao; and particular citizens of Barangay Monte Claro, rather than characterizing their customers with general, nonspecific terms. A smart alignment with community-centric economic development is seen in this hyper-local approach. Research on rural-urban economic shifts highlights that service companies have better survival prospects when they focus on specific underserved geographic areas with rapid demand growth and fragmented competition

(Phillipson et al., 2019). The MBA studies directly promote national development goals by tailoring these service models to the unique purchasing power and pressing utility demands of specific towns and barangays in Occidental Mindoro. This focused study strategy ensures that graduate academic products serve as practical blueprints to promote localized economic growth and community empowerment, rather than remaining merely theoretical.

A thematic synthesis of research outputs is shown in Table 3, which divides them into three high-impact domains that represent the shift from subsistence to a modern, sustainable economy. The classification demonstrates a deep understanding of “Value Chain” and “Community Well-being” as described in the United Nations Sustainable Development Goals (SDGs) (n.d.).

#### 1. SDG 1: No Poverty and SDG 8: Decent Work and Economic Growth

The eradication of extreme poverty for all people, in every corner of the globe, remains a cornerstone of the 2030 Agenda for Sustainable Development (United Nations, n.d.). While the world has witnessed a significant decline in extreme poverty, historically defined by the international poverty line, the mission remains a pivotal global challenge exacerbated by recent economic shifts. Leal Filho et al. (2021) explain that poverty is one of the central elements in the transformative promise of the 2030 Agenda: leave no one behind. Ending poverty in all its forms, everywhere, is the first SDG, and much can be discussed about its impact on other sustainability elements. This research directly contributes to the mandate of poverty alleviation by identifying and operationalizing entry-level business models designed specifically for accessibility and minimal capital requirements. The alignment with SDGs 1 and 8 is evidenced through several strategic findings, including empowerment through economic agency. With 87.50% of the analyzed feasibility studies categorized as Sole Proprietorships, this research promotes individual economic agency. By fostering MSME growth, the study supports the structures described as the backbone of the economy and the primary providers of vital livelihoods in the region. Furthermore, the Suman Kalabasa venture is highlighted as an exemplary model for low-income families. With the lowest capitalization requirement in the study (PhP106,811.30) and an impressive 102% ROI, it presents a realistic pathway for marginalized households to effectively double their invested capital within a manageable operational framework (Cajayon et al., 2024).

Beyond micro-entrepreneurship, the research identifies significant potential for regional growth through high-performance ventures. The Tuna Tocino project, which yields a substantial Net Income of PhP1.59M, demonstrates how the strategic utilization of local marine resources can drive significant economic expansion, creating a trickle-down effect that benefits the broader community (Colesio et al., 2025).

#### 2. SDG 2: Zero Hunger and SDG 3: Good Health and Well-being

Goal 2 mandates a global effort to eliminate hunger and food insecurity by 2030, a challenge that has become increasingly urgent as the pandemic, geopolitical conflicts, and climate change exacerbate global inequalities (United Nations, n.d.). Complementing this, Goal 3 represents a bold commitment to ensuring healthy lives and promoting well-being at all ages, with the aim of achieving universal health coverage and equitable access to safe, affordable medicines and vaccines. The themes of this study are deeply rooted in these objectives, with a strong focus on food security and elevating nutritional standards within the local community (UNICEF, n.d.). Key ventures such as Hog Raising (20% market share), Quail Egg Production (17% market share), and Organic Egg Production (6% market share) directly address the foundational food security needs of the Filipino diet by ensuring a steady supply of essential protein. The Nutritional Smoothie Bar and Organic Poultry projects target the burgeoning wellness market. By offering nutrient-dense, chemical-free alternatives, these ventures cater to health-conscious consumers and promote preventative health through superior nutrition. A critical component of this research involves exploring strategies to scale the production of organic eggs. The objective is to transition these high-quality products from niche luxury to a staple accessible and affordable to lower-income demographic segments, thereby narrowing the gap in nutritional inequality.

### 3. SDG 9: Industries, Innovation, and Infrastructure

Goal 9 seeks to build resilient infrastructure, promote sustainable industrialization, and foster innovation (United Nations, n.d.). Building resilient infrastructure, promoting inclusive and sustainable industrialization, and fostering innovation are key drivers of economic development. Goal 9 aims to create a strong foundation for a sustainable future. Expanding on this, Kufeoglu (2022) posits that developed and underdeveloped countries need durable infrastructure investments, sustainable industrial breakthroughs, and innovative approaches to achieve sustainable economic growth and social and grassroots development and to combat climate change. In this regard, governments, non-governmental organizations, the private sector, and universities need to work together to address these problems. The core objective of this research aligns perfectly with these mandates, whereby the transition of these feasibility studies from static library artifacts into actionable, revenue-generating activities represents a localized form of institutional innovation. Furthermore, utilizing the OBOP strategy, this research identifies specific localities where infrastructure and innovation can be harmonized to turn theoretical business models into productive community assets. On a specific operational level, the study on Hog Raising and Production addresses the critical need to modernize agricultural infrastructure. By upgrading operations to comply with stringent zoning regulations and environmental laws, the research ensures the industry remains sustainable and resilient amid evolving legal and ecological landscapes.

### 4. SDG 12: Responsible Consumption and Production

Goal 12 focuses on ensuring sustainable consumption and production patterns, a fundamental requirement for sustaining the livelihoods of both current and future generations (United Nations, n.d.). The global community faces a critical resource deficit; if the global population reaches the projected 9.8 billion by 2050, the equivalent of nearly three planets will be required to provide the natural resources necessary to sustain current lifestyles. Adebayo et al. (2020) mention that Waste-to-Wealth initiatives are emerging as innovative strategies to transform the African region's waste burden into opportunities for economic growth, energy security, and environmental sustainability. Different studies explore the design and implementation of sustainable waste management systems that emphasize resource recovery and energy generation. The alignment of this study with SDG 12 is demonstrated through several localized applications, including logistical sustainability and carbon mitigation. By strategically sourcing raw materials from local municipalities, such as Magsaysay, Sablayan, and San Jose, these ventures significantly minimize the carbon footprints associated with long-distance logistics and supply chain inefficiencies. The Compost Production venture serves as a flagship model for SDG 12 and operationalizes the Waste-to-Wealth paradigm. It systematically converts biodegradable waste and dry leaves into high-quality organic fertilizer, preventing these materials from being incinerated or sent to landfills and thereby reducing environmental pollution. The innovative use of local surplus, such as transforming squash into Suman Kalabasa, ensures that agricultural abundance is used productively. This prevents post-harvest waste and creates a value-added product that stabilizes the local food supply chain.

The strategy transformation of Divine Word College of San Jose's graduate research toward a service-driven economy is shown in Table 4. These service themes prioritize technological know-how, specialized treatment, and public health infrastructure, whereas production feasibility concentrates on the transformation of tangible goods. These criteria are interpreted from the perspectives of regional development and global sustainability in the analysis that follows. For the Infrastructure & Technology (Energy Transition), one of the most important operating constraints in Occidental Mindoro is energy cost and dependability, which is addressed in typical studies on solar panel installations. SDGs 7 (Affordable and Clean Energy) and 9 (Industry, Innovation, and Infrastructure) align with this subject, which transcends basic business planning toward "Climate-Resilient Entrepreneurship." The primary means of technology transfer during rural-urban transitions is through technical services. Because they reduce the long-term operating costs for other local MSMEs, research indicates that decentralized renewable energy services are crucial for regional economic resilience (Ahmed et al., 2023). The research offers a model for a "Green Economy" at the provincial level by professionalizing solar installation.

**Table 4**  
*Comparative Viability on the Feasibility Study (Service Sector) Themes*

Category	Representative Studies	Strategic Value	Alignment (SDG)
Technical & Infrastructure	Solar Panel Installation	Energy independence & climate resilience	SDG 7 (Affordable and Clean Energy) & SDG 9 (Industry, Innovation, and Infrastructure)
Specialized Lifestyle	Pet Grooming & Boarding	Niche market growth & lifestyle elevation	SDG 8 (Decent Work and Economic Growth)
Essential Community Utility	Water Refilling Station	Public health & basic resource access	SDG 6 (Clean Water and Sanitation) SDG 3 (Good Health and Well-being)

For a specialized lifestyle, Pet Grooming & Boarding creates job opportunities that were not previously available in the local labor market, representing a transition toward an “Experience-Based Economy.” This aligns with SDG 8 (Decent Work and Economic Growth). One well-known macroeconomic sign of a developing middle class and rising discretionary spending in a municipality is the rise of specialized lifestyle services (Belbag et al., 2019). Service models that offer high-quality care become profitable, high-margin businesses, diversifying the local service landscape as domestic dogs are increasingly seen as family members (the “humanization” movement).

For an essential community utility, access to safe resources is the most basic social need that is addressed by the Water Refilling Station study. This research is an important public health intervention, as it aligns with SDGs 3 (good health and well-being) and 6 (clean water and sanitation). Decentralized water replenishment stations run by the private sector cover the void left by municipal water systems in many Philippine provinces. According to published research, these micro-utilities are essential for lowering waterborne illness rates and guaranteeing that everyone in high-density barangays has access to clean water (Hutton & Chase, 2017). This theme illustrates how academic research can use sustainable commercial structures to address current community health concerns. These topics demonstrate that the DWCSJ MBA program is effectively producing research that balances innovation (Solar), market diversification (Pet Grooming), and social responsibility (Water Refilling). Occidental Mindoro is moving closer to the 2030 Global Vision thanks to this “Triple-Bottom-Line” strategy, which ensures the organization will continue to be a catalyst for comprehensive regional development.

**Table 5**  
*Financial Aspect of the DWCSJ MBA Graduates' FS*

Category	Capitalization (in PhP)	Percentage of Market Share	Return on Investment	Net Income (in PhP)
<b>Production Sector</b>				
Squash sticky rice cake (Suman Kalabasa)	106,811.30	10%	102%	108,719.65
Smoothie Bar	1,228,333.50	12%	17%	204,507.50
Organic Egg	810,757.57	6%	41%	334,411.07
Quail Egg	173,893.00	17%	68%	118,228.00
Tuna Tocino	805,525.13	7.9%	108%	1,591,221.50
Salt Packaging	154,170.00	10%	26%	40,210.00
Hog Raising	907,677.00	20%	65%	593,888.00
Compost Production	340,793.00	7%	3%	102,536.00
<b>Service Sector</b>				
Solar Panel Installation Services	881,600.00	33%	92%	773,651.24
Pet Grooming and Boarding Services	282,964.18	95%	96%	271,419.92
Water Refilling Station	831,236.00	20%	7%	56,431.00

The financial data in Table 5 presents a compelling narrative on the economic viability of graduate research at DWCSJ. By analyzing the intersection of Capitalization, ROI, Market Share, and Net Income, the study can categorize these ventures into distinct strategic profiles based on their investment efficiency and profitability. Cerkovskis et al. (2022) explain that capital refers to financial resources, such as funds or assets, that businesses use to enhance their operational capabilities and achieve growth. Hog Raising and Smoothie Bar as business ventures require significant capital but capture the largest market share. Based on the DWCSJ MBA graduates' FS, Hog Raising captures the highest Market Share at 20%. While its capitalization is high at PhP907,677.00, its ROI of 65% and substantial Net Income of PhP593,888.00 indicate a very stable, high-demand business model that addresses primary food security. The Smoothie Bar is the most capital-intensive project at PhP1,228,333.50 but

currently has a lower ROI of 17%. This might, however, suggest a long-term growth play in which the high initial costs of equipment and branding are expected to be recouped over time rather than through immediate high-margin returns.

Return on Investment (ROI) is a performance measure used to evaluate the efficiency or profitability of an investment (Milanova et al., 2022). Majka (2024) explains that ROI is a fundamental financial metric for assessing an organization's performance and profitability. It serves as a key performance indicator and is widely used by businesses to evaluate the efficiency of their investments. Two products easily stand out as exceptionally efficient investments, characterized by an ROI exceeding 100%: Tuna Tocino and Squash sticky rice cake (Suman Kalabasa). Tuna Tocino is the most financially successful venture in the study. Despite a moderate capitalization of PhP805,525.13, it yields a massive Net Income of PhP1,591,221.50. With an ROI of 108% and a profitability index of 1.97, it proves that value-added marine processing is the most lucrative path for local entrepreneurs. Net Income, also known as Net Earnings, is the profit a company or individual makes after all expenses, taxes, and deductions are subtracted from total revenue. For businesses, net income appears on the income statement and is often referred to as the "bottom line," indicating overall profitability (Kenton et al., 2026). These findings can be seen in the Income Statement, which shows the amount or percentage of sales absorbed by each cost or expense item and the percentage that remains as Net Income (Martini et al., 2023).

Squash sticky rice cake (Suman Kalabasa) represents the best entry-level investment venture. It has the lowest capitalization requirement, at PhP106,811.30, but manages an ROI of 102%. It effectively doubles the invested capital, making it an ideal model for micro-entrepreneurship for low-income families. As explained by Toften and Hammervoll (2013), a niche market appeals to the unique preferences and needs of a narrow, well-defined group of buyers better than potential rivals do. In this study, the niche category refers to products that occupy a specific, specialized segment of the broader food market rather than competing directly with mass-produced commodities like commercial white eggs or industrial pork. These products, Quail Eggs and Organic Eggs, are sought out by health-conscious consumers (Organic Eggs) and by individuals seeking specific culinary delicacies and nutritional boosters (Quail Eggs). Unlike standard commercial eggs, these products offer a unique specialty value, such as being chemical-free, nutrient-dense, or traditionally significant in local street food culture. Based on the data, Quail eggs show superior investment efficiency, with an ROI of 68% and a 17% Market Share, compared to Organic Eggs, which have a 41% ROI and a 6% Market Share. With a capitalization of only PhP173,893.00, the Quail Egg venture generates a high return on investment due to low overhead and high market demand for quail eggs, which are a popular snack (e.g., Kwek-Kwek).

Furthermore, the service sector is highly effective, especially in solar panel installation, pet grooming, and boarding. With a 96% ROI, pet grooming has an astounding 95% market share. This is an example of a "Blue Ocean" technique, in which the researcher found a niche with almost no competitors. On the other hand, solar panel installation shows a high ROI (92%) and substantial net revenue, indicating the province's strong interest in alternative energy sources. According to Alford and Page (2015), because they have better margins on specialized labor and lower inventory costs, service-based microbusinesses frequently generate higher ROIs than production. The performance of the solar industry is consistent with Ukoba et al.'s (2024) contention that the necessary nature of technological infrastructure services in developing nations yields strong absolute returns.

In many categories, the data shows an inverse link between capitalization and market share. Despite requiring a substantial amount of capital (PhP 907,677), Hog Raising achieves a substantial 20% market share, demonstrating that important commodities have high-volume demand despite high entry costs. Compost production, on the other hand, has the lowest ROI (3%), indicating that even while "waste-to-wealth" methods are environmentally sustainable, they would need longer gestation periods or government subsidies to become commercially viable. According to Felipe (2025), livestock agriculture remains a vital component of provincial economies due to steady demand (SDG 2). However, profitability is frequently hampered by high input costs (feeds and biologics), which explains the poor ROI despite high income.

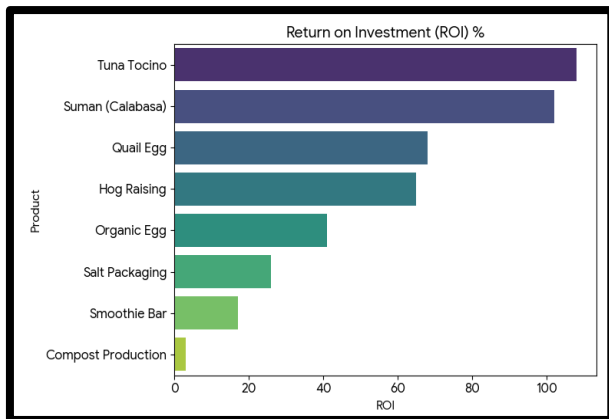


Figure 2. Return on Investment in Production Sector

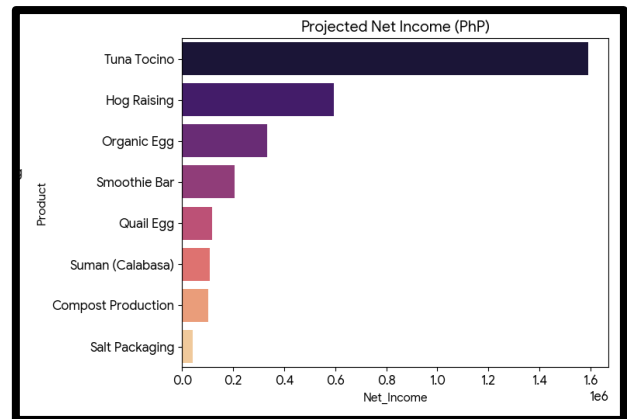


Figure 3. Projected Net Income (PhP) in Production Sector

The production sector's return on investment is shown in Figure 2. According to the statistics, the most capital-efficient projects in the production sector portfolio are Tuna Tocino (108%) and Suman Kalabasa (102%). This high level of efficiency implies that the best way to maximize the “return on effort” for local business owners is through “Value-Added Processing,” which is the process of turning raw local marine and agricultural resources into processed, shelf-stable consumer goods. By generating higher profit margins through branding and processing, industrializing agricultural outputs enables smallholders to avoid the low-margin traps of primary farming, claims (2021). On the other hand, the lower ROI observed in smoothie bars and compost production suggests that, although these businesses support public health and the circular economy, they often incur higher operational costs or have longer gestation periods before achieving maximum financial efficiency.

The projected net income in the production sector is shown in Figure 3. With a predicted net income of over PhP 1.59 million, Tuna Tocino ranks first in absolute profitability, further solidifying its position as a high-end, premium commodity. It is interesting to see that, although it has a lower ROI than smaller-scale initiatives like Quail Eggs, Hog Raising ranks second in net income (about PhP 593k). This discrepancy illustrates the economic concept of scalability: because critical food commodities meet non-negotiable food security needs, they generate steady, high-volume revenue streams even with smaller margins. According to Villanueva et al. (2025), livestock agriculture remains a key component of the Philippines' provincial wealth creation because, despite high input costs, the steady demand for animal protein ensures consistent cash flow.

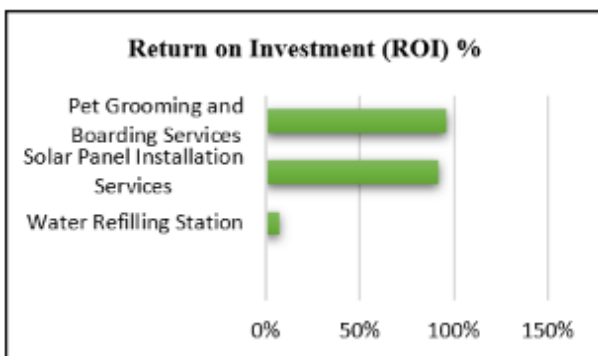


Figure 4. Return on Investment in the Service Sector

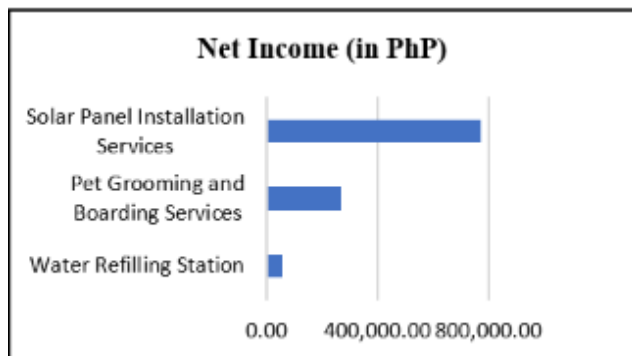


Figure 5. Projected Net Income (PhP) in the Service Sector

Figure 4 shows return on investment in the service sector. Based on the data, the most capital-efficient businesses in this industry are Solar Panel Installation Services (92%) and Pet Grooming and Boarding Services (96%). The nature of specialized service micro-enterprises, which usually avoid the significant inventory and raw material costs associated with the production sector, is a major factor in their high efficiency. Alford and Page (2021) claim that the use of specialist labor and “discretionary” consumer demand, where margins are much larger than in basic utility sectors, is frequently the cause of improved ROI in niche service companies. The Water Refilling Station, on the other hand, has a significantly lower ROI (7%), indicating that although these utilities are necessary, they run on high-volume, low-margin models with greater ongoing operating expenses.

With a predicted net income of PhP 773,651.24, Figure 5 shows Solar Panel Installation Services as the leader in absolute profitability, while Pet Grooming leads in efficiency. The difference between the two charts demonstrates the economic idea of value-based pricing for expensive technical services. According to Sweeney & Soutar (2001), as cited in Khaled et al. (2021), compared to localized care services, technical infrastructure services in developing regions yield the highest absolute returns because they fill important, high-value utility gaps, such as energy independence, enabling larger contract sizes and higher revenue per transaction. The Water Refilling Station's reputation as a social-impact utility that prioritizes affordability and public health access over aggressive profit maximization is further supported by its lower net income.

The financial statement analysis is a highly useful tool. However, the analyst should consider its limitations in both sales and cost of sales, which should show upward trends, with sales increasing at a faster rate. This reflects a favorable situation from the perspective of managerial ability to control costs in response to changes in sales volume. The higher percentage may have resulted from one or more factors, such as favorable pricing, changes in levels, more effective marketing policies, or greater purchasing efficiency (Trivani et al., 2025).

**Table 4**  
*Summary of Financial Metrics*

Performance Metric	Top Performer	Strategic Insight
<b>Production Sector</b>		
Highest ROI	Tuna Tocino (108%)	Processing raw materials adds the most value.
Highest Net Income	Tuna Tocino (PhP 1.59M)	Scalability is highest in marine products.
Lowest Entry Cost	Suman Calabasa (PhP106k)	Most accessible for grassroots development.
Largest Market Share	Hog Raising (20%)	Essential commodities guarantee demand.
<b>Service Sector</b>		
Performance Metric	Top Performer	Strategic Insight
Highest ROI	Pet Grooming Services (96%)	Specialized labor and low variable costs are the main drivers of high margins.
Highest Net Income	Solar Panel Installation Services (PhP881K)	Expensive infrastructure services produce the highest absolute returns.
Lowest Entry Cost	Pet Grooming (PhP282k)	Compared to large utility setups, service-based startups need less initial funding.
Largest Market Share	Pet Grooming (95%)	In specialized, underserved niche markets, dominance is easily attained.

The research and financial data presented in the DWCSJ MBA graduates' FS provide a robust framework for achieving several UN SDGs. By repositioning these academic works into the OBOP strategy, the research moves from theoretical compliance to practical societal impact (Sotto & Sotto, 2025). Moreover, community identification entails a strategic assessment of the barangays' specific needs, existing industries, and geographical advantages in Occidental Mindoro. This involves identifying where a project is most likely to thrive based on local resources, such as utilizing Magsaysay for squash production or Sablayan for tuna-related ventures. Furthermore, it requires identifying the actual beneficiaries, such as rural folks, marginalized communities, or low-income families, who can use these ventures to support their livelihoods.

The given table provides important strategic insights into return on investment (ROI), net income, entry costs, and market share by outlining key performance measures across the Production and Service sectors. Processed marine products show remarkable financial viability in the Production Sector; Tuna Tocino has the highest net income (PhP1.59M) and ROI (108%). This is consistent with well-established economic research on value-added agriculture and food processing, which demonstrates that, compared with primary production alone, turning raw materials into processed, shelf-stable goods greatly increases profit margins and scalability (Michel et al., 2024). On the other hand, due to the inelastic demand for basic food commodities, a fundamental idea in consumer economics where staple goods retain constant volume despite market fluctuations, primary agricultural activities like hog raising obtain the biggest market share (20%) (Femenia, 2019). Suman Kalabasa has the lowest entry cost (PhP106k) for grassroots development, demonstrating how localized, traditional agro-processing requires little initial capital and is therefore a very accessible entry point for micro-enterprises seeking to reduce early-stage financial risk (Cajayon et al., 2024; Indian Agricultural Development, 2025).

In the service sector, infrastructure-driven models and specialized offerings have different financial dynamics

(Purnamasari et al., 2024). Driven by low variable costs and specialized labor, Pet Grooming Services emerges as a dominant force, gaining the largest market share (95%) and the greatest ROI (96%). The “pet economy” and premium pet care services have experienced a structural boom, enabling first-movers or localized specialists in underserved markets to achieve rapid market dominance and high capital efficiency (Zhang et al., 2022). This phenomenon is well documented in contemporary service marketing literature. Additionally, compared to major utility or tech businesses, Pet Grooming requires a small initial investment (PhP282k), which supports the service-sector advantage of low asset intensity (Market Analysis Report, n.d.). On the other hand, the highest actual net income (PhP 881K) is generated by Solar Panel Installation Services. This is consistent with research from the field of renewable energy economics, which shows that although infrastructure and green energy services require more capital up front, they provide better absolute returns because of high contract values, government incentives, and the increasing demand from businesses for sustainable energy transitions (Hassan et al., 2023).

#### 4. Conclusion

Based on the findings, the following conclusions were drawn: The production sector feasibility studies at Divine Word College of San Jose demonstrate a highly strategic transition away from traditional, low-margin primary agriculture toward high-yield Value-Added Processing and localized Food Security Infrastructure, while in the service sector, findings show a strong preference for lean, micro-scale operational frameworks. Researchers promote centralized decision-making, low operational overhead, and flexibility by using a Sole Proprietorship legal structure and a staffing model of exactly three (3) people. Target market study demonstrates a sophisticated approach to hyper-local geographic and demographic segmentation, ensuring that the proposed services are seamlessly integrated into specific municipal and barangay ecosystems. The financial aspects of the analyzed feasibility studies demonstrate diverse economic drivers in both the production and service sectors. In production, Value-Added Processing (such as Tuna Tocino and Suman Kalabasa) has the highest capital efficiency, with a Return on Investment (ROI) of 100%, demonstrating that processing raw local commodities dramatically increases profit margins. In the service sector, there is a clear strategic divide between high-efficiency niche models like Pet Grooming (96% ROI, 95% market share), which use low inventory costs to achieve market dominance, and high-revenue technical infrastructure models like Solar Panel Installation, which generate the highest absolute net income through value-based pricing. Essential community utilities, such as water refilling stations and compost production, operate on low-margin or long-gestation models, emphasizing their role as social-impact initiatives rather than aggressive wealth creators.

The thematic landscape of DWCSJ MBA graduate research is highly relevant today, with a transition away from traditional primary production and toward specialized consumer solutions and utilities management. The research portfolio successfully anticipates changing provincial market demands by focusing on three critical pillars: health and wellness (nutritional smoothie bars, organic eggs), modernization of traditional heritage industries (salt packaging), and climate-resilient alternative infrastructure (solar panel installation). This theme distribution demonstrates that graduate researchers are actively monitoring local economic transformations and customizing their business models to the community's shifting purchasing patterns. The examined feasibility studies successfully integrate institutional research with global and national development frameworks, displaying strong adherence to CHED CMO No. 52, Series of 2016, and the United Nations 2030 Agenda. The research agenda is directly integrated with multiple Sustainable Development Goals, serving as actionable blueprints for SDG 1 (No Poverty) and SDG 8 (Decent Work and Economic Growth) through value addition; SDG 2 (Zero Hunger) and SDG 3 (Good Health and Well-being) through localized food security; and SDG 6 (Clean Water), SDG 7 (Clean Energy), and SDG 12 (Responsible Consumption and Production) through utility and environmental management. This multi-layered connection demonstrates that the MBA archive functions as a localized vehicle for macro-level sustainable development goals.

DWCSJ's current MBA research focus represents a mature, deliberate, and developing synergy between rigorous academic research and the practical socioeconomic needs of Occidental Mindoro. The graduate outputs are not isolated academic exercises; rather, they serve as immediate structural solutions to real-world provincial

vulnerabilities, such as power outages, agricultural waste, and city clean-water shortages. By rooting theoretical studies in the province's current economic realities, DWCSJ effectively demonstrates how higher education institutions may serve as critical anchors for community resilience and regional economic planning. To move these feasibility studies from strictly theoretical archive requirements to concrete, value-driven business operations, the institution must establish structured entrepreneurial pathways. The findings indicate that initiatives with high ROI and low entry costs (such as Suman Kalabasa and Pet Grooming) are immediate candidates for grassroots micro-livelihood programs and for adoption by local cooperatives. Meanwhile, high-revenue infrastructure projects (such as solar installations and tuna tocino processing) serve as solid foundations for Public-Private Partnerships (PPPs), municipal investment portfolios, or integration into local Department of Trade and Industry (DTI) shared-service facilities, transforming academic capital into tangible drivers of regional economic development.

In summary, repositioning these feasibility studies as productive activities ensures that the student's academic struggle yields a meaningful contribution to society. By identifying specific communities for product matching, the DWCSJ reinforces its role as a premier Catholic HEI dedicated to the holistic upliftment of Occidental Mindoro. Ultimately, this study posits that the true measure of graduate research is not found in the successful completion of a degree but in the creation of sustainable livelihoods that leave no one behind. The path from feasibility to development is now clearly paved, and it remains for the institution and its stakeholders to operationalize these visions for the enduring benefit of the common good.

**Recommendations** - Based on the findings, the following recommendation was presented: To effectively transition the Divine Word College of San Jose (DWCSJ) MBA research portfolio from theoretical archives to drivers of regional development, a coordinated, multi-stakeholder ecosystem must be mobilized. The Commission on Higher Education (CHED) and the DWCSJ Board of Trustees may formally institutionalize an action-oriented research policy that prioritizes funding for projects explicitly mapped against CHED CMO No. 52, Series of 2016, and the United Nations Sustainable Development Goals (SDGs). Simultaneously, the DWCSJ Graduate School Faculty may embed a mandatory “Academic-to-Market Incubation Blueprint” in the curriculum, ensuring that future studies maintain strict thematic relevance to pressing local vulnerabilities, such as Mindoro's power instability and clean-water gaps. The Department of Trade and Industry (DTI) and TESDA may adopt low-barrier, high-ROI models like Pet Grooming Services (96% ROI) and Suman Kalabasa (102% ROI) as standardized templates for grassroots community livelihood programs and shared service facilities, while Local Government Units (LGUs) in Occidental Mindoro may incorporate high-net-income infrastructure frameworks like Solar Panel Installation Services and Tuna Tocino processing into their Municipal Investment Priority Plans through Public-Private Partnerships (PPPs) to profit from the financial findings. Lastly, while future MBA researchers standardize the inclusion of technical service blueprinting to maintain high academic rigor, private investors and local cooperatives may use the financial metrics as a verified risk-mitigation ledger to confidently fund niche markets, collectively transforming graduate academic capital into actionable, value-driven business activities that foster holistic provincial economic growth.

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