

# Discovering barriers to and enablers for cooperative entrepreneurship: Evidence from Occidental Mindoro, Philippines

Jason G. Ramirez<sup>1</sup>, Rommel A. Avillanoza<sup>1</sup>, Fye Dunaway R. Asio<sup>1</sup>

<sup>1</sup> College of Business Administration and Management, Occidental Mindoro State College, San Jose, Occidental Mindoro, Philippines 5100

## Article Info

### Article history:

Received: December 23, 2023

Revised: April 5, 2024

Accepted: April 17, 2024

### Keywords:

barriers

enablers

cooperative entrepreneurship

## ABSTRACT

Cooperatives, as social and economic companies, provide valuable services to people from all walks of life across the globe. However, empirical studies clearly lack organizational impediments and practices for encouraging entrepreneurial activities. For that reason, every obstacle uncovered during entrepreneurial activities should be studied and reviewed. Generally, the objective of this phenomenological research was to discover the barriers to and enablers for cooperative entrepreneurship by focusing on individual and organizational processes, culture, and lessons learned through entrepreneurial activities at the chosen business. This study was conducted in the province of Occidental Mindoro. The 16 members of the cooperative in this research served as the participants in the study. A face-to-face interview with the participants was conducted and they were asked to write their answers on a sheet of paper for analysis. This research used thematic analysis to analyze and interpret the data that were gathered in the interview. The findings revealed that four themes emerged for the barriers to cooperative entrepreneurship such as the management of funds, issue with human resources, inadequate capacity, and poor planning of strategy. On the other hand, three themes emerged for the enablers for cooperative entrepreneurship such as the independence and personal freedom, income stability and financial achievement, and social and community motivation.

*This is an open access article under the [CC BY-NC](https://creativecommons.org/licenses/by-nc/4.0/) license.*



## Corresponding Author:

Rommel A. Avillanoza

College of Business Administration and Management, Occidental Mindoro State College, San Jose, Occidental Mindoro, Philippines 5100

Email: [mel.avillanoza@gmail.com](mailto:mel.avillanoza@gmail.com)

## 1. INTRODUCTION

Amid economic crises and growing unemployment, society needs innovative ways to generate growth, particularly among young people. One solution focused on justice, democracy, and equality is cooperatives. Cooperatives have the potential to balance democratic function with effective program delivery (Gwiriri & Bennett, 2020). They can also promote equity and justice through collaborative efforts (Christens

et al., 2019), and contribute to social equality and radical inclusion (Schostak, 2019). Furthermore, cooperatives, rooted in democratic principles, can alleviate the adverse effects of globalization and serve as social policy instruments for promoting social cohesion (Dobrohoczki, 2006).

There are many different sorts of economies and political regimes in which cooperatives might thrive. Whether a developed nation, a developing country, or the least developed country, cooperatives may be found in all of these countries to solve the concerns of the poor. The growth of cooperatives is considered a solution to (Aondoseer & Ifeoma, 2018) and has a notable impact on different economies and political systems (Skurnik, 2002). The study by Ravensburg (2011) emphasizes the capacity of entrepreneurs' cooperatives to improve the competitiveness of small and medium-sized firms. This success may be attributed to the entrepreneurial characteristics of the cooperative members as a vital component.

In a nutshell, this signifies that a new enterprise is being created by more than one entrepreneur. The formation of a cooperative business is a more appropriate description of cooperative entrepreneurship. In reality, cooperative entrepreneurship intends to offer creativity, development, and organizational strategy to cooperative society administration. Cooperatives must have innovative governing structures, educated, competent, and devoted human resources, and a modern management structure in order to do this.

According to Corbett et al. (2013) and (Calisto & Sarkar, 2017) the major emphasis of entrepreneurship studies has switched from the description of a phenomenon to the study of how organizations implement entrepreneurial ideas. Many scholars, including Bloodgood et al. (2015); Reuther et al. (2018); and Young et al. (2017), have emphasized the importance of focusing on the process of entrepreneurship and the involvement of participants in these processes, despite the fact that the vast majority of institutions are neglecting to demonstrate the general practice of entrepreneurship (Hunter et al., 2017; Wagner et al., 2014).

Moreover, there is a clear paucity of empirical research on how an individual's entrepreneurial actions in certain organizational contexts might help to foster the formation and evolution of cooperative entrepreneurship. According to Hashimoto and Nassif (2014), empirical studies clearly lack organizational impediments and practices for encouraging entrepreneurial activities. According to Kuratko et al. (2014), every obstacle uncovered during entrepreneurial activities should be studied and reviewed.

Generally, the objective of this phenomenological research was to discover the barriers to and enablers for cooperative entrepreneurship by focusing on individual and organizational processes, culture, and lessons learned through entrepreneurial activities at the chosen business. Specifically, this research discovered how the barriers to cooperative entrepreneurship are described and analyzed reflectively, determined how the cooperative entrepreneurship enablers are identified and introspectively interpreted, and explored the implications of the study for the cooperative's members.

To fill a knowledge gap, Belousova and Gailly (2013) suggested conducting research on the person and process perspectives of workers who integrate entrepreneurial activity into their daily tasks, as well as how these activities evolve. Selig et al. (2016) need to learn more about the individual and job background characteristics of successful cooperative entrepreneurs.

Based on the foregoing issues, this phenomenological research discovered barriers to and enablers for cooperative entrepreneurship by concentrating on human and organizational processes, culture, and lessons learned through entrepreneurial activities that took place at the chosen cooperatives in Occidental Mindoro, Philippines.

## **2. MATERIALS AND METHOD**

### **2.1. Study design**

In this study, a basic qualitative research design was employed. This research design aims to comprehend and characterize the experience of cooperative movers into fundamental elements. The methodology examines human experience in daily life while putting aside the researchers' prior notions.

### **2.2. Setting**

The study was conducted in the province of Occidental Mindoro which is located on the western coast of the Philippines' seventh biggest island, Mindoro. It is located in Southern Luzon, south of the province of Batangas and northeast of the Visayas. Occidental Mindoro is a food-producing agricultural region.

### **2.3. Sample**

The sample size for this study is not predetermined because it is a qualitative research study, but it will finally rely on the point at which saturation is reached. The 16 members from 16 different cooperatives in this research had already saturated the data. The researchers purposefully took into consideration the

amount of years (between 10 to 15 years) they had been participating in the cooperative in order to offer their insights on how they identify the barriers to and enablers for cooperative entrepreneurship.

#### 2.4. Research instrument

As part of the study, the researchers created an interview guide. It included questions that focuses on human and organizational processes, culture, and lessons gained from entrepreneurial activities that took place at the select cooperatives in Occidental Mindoro, Philippines in order to identify barriers to and enablers for cooperative entrepreneurship. Experts analyzed the questions to verify that they are suitable. Managers and members of cooperatives also received a formal request for permission to conduct the research.

#### 2.4. Data collection

A face-to-face interview with the participants was conducted and they were asked to write their answers on a sheet of paper for analysis. To guarantee safety, the procedures of the Inter-Agency Task Force for the Management of Emerging Infectious Diseases were rigorously followed.

Participants were, however, notified before participating in the research that they would willingly engage in the study through a consent agreement specified in the interview. Furthermore, the consent agreement warned participants that, even if they agree to participate in the research, they have the right to withdraw at any time throughout the study without providing a reason. Following the interview, the researchers answered questions and/or provided an explanation in order to get more reliable and authentic data.

#### 2.5. Data analysis

The research used thematic analysis to analyze and interpret the data that were gathered in the interview. Thematic analysis is a qualitative data analysis process that entails going over a data collection (for example, transcripts from in-depth conversations or focus groups) and detecting similarities in interpretation.

### 3. RESULTS

#### 3.1. Barriers to cooperative entrepreneurship

Four themes emerged for the barriers to cooperative entrepreneurship such as the (1) management of funds, (2) issue with human resources, (3) inadequate capacity, and (4) poor planning of strategy.

##### *Theme 1. Management of funds*

Members of the cooperative acknowledged how challenging it is for them to start a cooperative with very little funding. They also emphasized how this would change cooperatives' chances of realizing their full commercial potential. As a result, cooperative members shared the following observations:

*“In our case, we are currently facing setbacks in financial affairs. Dahil dito, we are being limited to the things that we want to do in our cooperative.”*

*“Minsan, umaasa na lang kami sa mga grants [government] para magkaroon ng additional source of fund maliban sa contribution naming sa coop.”*

##### *Theme 2. Issue with human resources*

The cooperative needs staff because the majority of its members are independent business owners. They also mentioned how bad workforce planning might result in reactive recruiting choices that are then too late to meet changing business demands. A continuous dearth of talent in high-growth fields can result in an overreliance on current employees to pick up the slack, which can contribute to employee frustration, burnout, and attrition, according to cooperative members. Having stated that, the cooperative members agreed on the following:

*“Currently, the cooperative is having a terrible time retaining and attracting top employees in the majority of businesses. More so than ever before, people are becoming more selective. Additionally, because salaries only go so far, the cooperative does not have as many resources to address those demands. Workers are considering additional factors, including flexibility and career advancement opportunities.”*

### *Theme 3. Inadequate capacity*

Members of the cooperative agreed that one factor impeding cooperative entrepreneurship is member ability. They said that if members continue to grow debilitated, opportunities that allow the individual to make their own decisions and give them a sense of empowerment, confidence, and control cannot be offered. The following claims were undoubtedly made by all cooperative members:

*“Based on my experience, hindi pa kami ready to venture into a new business. That is why I think we need to learn more about sa business namin na gustong palaguin.”*

*“If you are not that confident and skilled in the field of work, taking risks is really difficult.”*

### *Theme 4. Poor planning of strategy*

The cooperative members said that not having a strategy exposes the organization to unanticipated, significant risks, and issues. They also discussed how this wastes time while the cooperative tries to come up with solutions to its problems. Additionally, cooperative members explained that since time is money, resources from the cooperative would be utilized to address problems that occur from the cooperative as a result of inadequate planning. Evidently, the cooperative members offered the following feedback:

*“I encountered one time in the cooperative I was a member before that there is a poor planning in the management. They are not pro-active when there are problems that may arise. Walang plano, maski sa expansion.”*

*“Yes.. That is correct! If there is no adequate planning, yung resources ng cooperative ay pwedeng masayang sa mga possible problems na pwedeng mangyari.”*

## **3.2. Enablers for cooperative entrepreneurship**

Three themes emerged for the enablers for cooperative entrepreneurship such as the (1) independence and personal freedom, (2) income stability and financial achievement, and (3) social and community motivation.

### *Theme 1. Independence and Personal Freedom.*

Members of the cooperative remarked that having the opportunity to pick their partners is one of the reasons they will establish a cooperative entrepreneurship. Additionally, they said that it fosters teamwork and communication, hence boosting morale, output, and efficiency. Cooperative members said that because employees can better understand, analyze, and assist one another and pool their talents and expertise to make informed judgments, decision-making is improved and completed more quickly. In that regard, cooperative members concurred on the following:

*“The freedom we seek is more autonomy, the ability to make our own choices, the creative freedom to pursue our own ideas without being constrained by the expectations or laws of others, and the availability of more alternatives and possibilities.”*

### *Theme 2. Income Stability and Financial Achievement.*

According to the cooperative members, participating in cooperative entrepreneurship would promote financial success and stable income. They said that the cooperative might broaden the services and goods it provided by using the revenues. Additionally, they stated that cooperatives may directly benefit from their revenues. Cooperatives can more effectively compete with other firms in their market by making investments in new machinery, new goods, bigger locations, and other things. As a result, cooperative members agreed upon the following:

*“That is correct. You know what? The potential financial success that a new product or service might bring to the cooperative is a crucial factor in a cooperative company' decision to pursue it.”*

*“In some circumstances, financial benefits actually influence a cooperative's decision to invest or not.”*

### *Theme 3. Social and Community Motivation.*

As said by cooperative members, one reason entrepreneurs will take the risk of starting cooperatives is because they want to pay it forward by assisting all cooperative members in meeting their shared goals and objectives in the areas of economic, cultural, and social development. The following remarks were really made by cooperative members with great force:

*“Due to the fact that cooperatives are owned by its members and not by shareholders, the economic and social advantages of their operations are retained in the local communities where they are founded.”*

*“Cooperatives provide individuals the ability to take charge of their financial future. Either the company invests the profits it makes, or the members receive a portion of them.”*

### **3.3. Implications of the study for the cooperative’s members**

In determining the study's implications for the cooperative's members, the following were discovered:

1. The goal of cooperative entrepreneurship is to foster development while enhancing employee engagement, productivity, and well-being. The study's findings suggested that the cooperative's members appreciated taking part in entrepreneurial endeavors. Additionally, the participants voiced a need for institutional frameworks for the development, exchange, and application of ideas, as well as for the elimination of barriers in the organizational setting.
2. To achieve an organization's technological achievements, competitive edge, sustainability, and expansion, cooperative entrepreneurship acts as the primary driving factor. It is anticipated that continuing to conduct entrepreneurial activities and utilizing these activities at the cooperative level would further increase the organization's growth and employment creation.
3. The research includes strategies for overcoming barriers in the internal and external settings of entrepreneurship as well as descriptions of real-world instances of factors that support entrepreneurial activity.
4. Defining strategy and creating the supplementary structures and processes to facilitate the occurrence, evolution, and implementation of cooperative entrepreneurship at these organizations may benefit from an insight of the complex situations of subsidiary environments and the barriers in the organizational settings of these entities. Furthermore, the outputs and insights gained from the entrepreneurial activities are helpful for determining what may be expected from those outcomes.
5. Finally, the concrete instructions for overcoming organizational challenges and maintaining entrepreneurial activities within the organization may be found in the instances of entrepreneurial activities and the steps taken to overcome the identified barriers.

## **4. DISCUSSION**

Cooperative entrepreneurship is a kind of collaborative enterprise that is being created by more than one entrepreneur. It aims to provide novelty, expansion, and a collaborative strategy for managing society (Morrison, 2000). It encompasses the process of recognizing and taking advantage of fresh prospects to generate and acquire value, as well as establishing novel structures inside a business (Bryant, 2015).

Based on the results, managing funds, which may be challenging for cooperative entrepreneurs, is a major challenge that emerges when beginning a new firm (Atmadja et al., 2021). Although cooperative entrepreneurs have many ideas, adequate funding is required to turn those ideas into profitable businesses. For the production process to remain seamless, there should be a reliable and consistent source of funding (Edelia & Aslami, 2022). This implies that future obstacles can be overcome if this initial and most important barrier can be simply overcome.

Even if a person possesses the necessary information, they still cannot complete all the jobs independently. In the same way, a cooperative entrepreneur cannot manage the business by themselves. A cooperative needs a solid foundation of qualified and experienced human resources or personnel (Mallikarjuna, 2014). The most valuable resource for a cooperative is its workforce. They support the expansion of the cooperative. Although the fixed and current assets of the businesses may be comparable, it is the human resources that set the firm apart from its rivals. However, to reach maximum productivity and efficiency, the staff must be sufficiently experienced and committed to the cooperative (Guzmán et al., 2020).

Many cooperatives have a restricted capacity, which prevents them from fully using the prospects. It may provide a significant barrier to entrepreneurship success. This obstacle may be developing as a result of a lack of training, information, willingness, and other crucial factors (Vayaliparampil et al., 2021). Simply put, the failure of the majority of new cooperatives may be caused by a lack of ardor and desire.

Apparently, a significant obstacle to entrepreneurial success can also be caused by poor planning of strategy (Jin, 2018). There are many cooperatives who launched their ventures just out of hobbyism and without any long-term goals or plans. This indicates that poor planning and tactics may result in the demise of the cooperative or a significant loss for the cooperative (Meyfroot & Desmidt, 2021). As such, the majority of cooperatives abandon up in the first year of operation for this main reason.

The results also revealed the factors that encourage cooperative businesses. Cooperative entrepreneurship is made feasible by these enablers. Independence and personal freedom are one particular enabler for cooperative entrepreneurship. Humans have a strong yearning for independence and personal freedom. Cooperative entrepreneurs choose their own partners, establish their own objectives, and take responsibility for the results of their actions (Clemensen, 2020). This clearly indicates that cooperatives encourage internal collaboration and communication since members may freely select their partners.

In addition, the cooperative entrepreneur looking for financial stability is far more typical. This indicates that when there is an obvious possibility for exceptional financial benefit, entrepreneurs are more inclined to put their time, effort, and money into it (Barra & Zotti, 2019). For them, starting a business and making their own opportunities is one of the finest ways to achieve financial stability.

Lastly, many businesspeople are driven by a desire to give back to the society or to address a persistent social issue. Cooperatives may focus on social entrepreneurs and their initiatives to address the issues facing underserved areas. This strongly indicates that creating jobs in areas with the greatest need is a goal of many organizations (Ojiagu & Ezemba, 2021).

## 5. CONCLUSION

Based on the findings, it was discovered that the barriers to cooperative entrepreneurship were the management of funds, issue with human resources, inadequate capacity, and poor planning of strategy. To encourage cooperative entrepreneurship, cooperative members should take these barriers into account. They should concentrate on developing sound financial management strategies as well. Sending them to trainings and seminars can achieve this. In addition, the cooperatives must ensure that the employees and applicants receive the right incentives and recognitions to keep them on board. Like this, cooperative members should be offered opportunities for capacity building so they may become experts in the fields of their choice. Additionally, they must be able to create a strategic plan that will direct the cooperative's actions.

On the other hand, this study determined the enablers for cooperative entrepreneurship such as the independence and personal freedom, income stability and financial achievement, and social and community motivation. To develop cooperative entrepreneurship, these enablers need to be carefully observed by the cooperatives' members.

Lastly, the implications of the study for the cooperative's members were explored. It was found out that the cooperative's members valued participating in entrepreneurial ventures. It is envisaged that carrying out entrepreneurial activities and applying them at the cooperative level would further the organization's expansion and the creation of jobs. In addition, strategies for overcoming obstacles in entrepreneurship's internal and external environments are included in the research. What may be anticipated from those results can be determined using the outputs and insights from entrepreneurial efforts. The examples of entrepreneurial activities can also provide specific guidance for overcoming organizational obstacles and sustaining them inside the organization.

## ACKNOWLEDGEMENTS

The authors are the only ones who have paid for this work. The participants' involvement, help, and willingness to supply the data required for this research are all greatly appreciated by the researchers. The authors further acknowledge the help and cooperation of the participants.

## REFERENCES

- Aondoseer, A., & Ifeoma, E. J. (2018). Entrepreneurial factors and development of cooperative organizations in Nigeria: A review of literature. *International Journal of Scientific and Research Publications*, 8(11). <https://doi.org/10.29322/ijsrp.8.11.2018.p8315>
- Atmadja, A. T., Saputra, K. a. K., Tama, G. M., & Paranoan, S. (2021). Influence of human resources, financial attitudes, and coordination on cooperative financial management. *The Journal of Asian Finance, Economics, and Business*, 8(2), 563–570. <https://doi.org/10.13106/jafeb.2021.vol8.no2.0563>
- Barra, C., & Zotti, R. (2019). Bank performance, financial stability and market concentration: evidence from cooperative and non-cooperative banks. *Annals of Public and Cooperative Economics*, 90(1), 103-139. <https://doi.org/10.1111/apce.12217>
- Belousova, O., & Gailly, B. (2013). Corporate entrepreneurship in a dispersed setting: Actors, behaviors, and process. *International Entrepreneurship and Management Journal*, 9(3), 361–377. <https://doi.org/10.1007/s11365-013-0259-2>
- Bloodgood, J. M., Hornsby, J. S., Burkemper, A. C., & Sarooghi, H. (2015). A system dynamics perspective of corporate entrepreneurship. *Small Business Economics*, 45(2), 383–402. <https://doi.org/10.1007/s11187-015-9634-4>
- Bryant, P. T. (2015). Entrepreneurship and organizations. *International Encyclopedia of the Social & Behavioral Sciences*, 681–685. <https://doi.org/10.1016/b978-0-08-097086-8.73006-6>

- Calisto, M. D. L., & Sarkar, S. (2017, January). Organizations as biomes of entrepreneurial life: Towards a clarification of the corporate entrepreneurship process. *Journal of Business Research*, 70, 44–54. <https://doi.org/10.1016/j.jbusres.2016.07.007>
- Christens, B. D., Butterfoss, F. D., Minkler, M., Wolff, T., Francisco, V. T., & Kegler, M. C. (2019, September 24). Learning From Coalitions' Efforts to Promote Equity and Justice. *Health Education & Behavior*, 46(1\_suppl), 110S-114S. <https://doi.org/10.1177/1090198119871551>
- Clemensen, N. (2020). Managing freedom. Family discourse on children's urban autonomy in a Copenhagen housing cooperative. *Anthropology & Education Quarterly*, 51(4), 477–495. <https://doi.org/10.1111/aeq.12353>
- Corbett, A., Covin, J. G., O'Connor, G. C., & Tucci, C. L. (2013). Corporate entrepreneurship: State of the art research and a future research agenda. *Journal of Product Innovation Management*, 30(5), 812–820. <https://doi.org/10.1111/jpim.12031>
- Dobrohoczek, R. (2006). Cooperatives as social policy means for creating social cohesion in communities. *Journal of Rural Cooperation*, 34, 1-22. <https://doi.org/10.22004/ag.econ.44669>
- Edelia, A., & Aslami, N. (2022). The role of empowerment of the cooperative and MSME office in the development of small and medium micro enterprises in Medan City. *Journal Of Management, Accounting, General Finance and International Economic Issues*, 1(3), 31-36. <https://doi.org/10.55047/marginal.v1i3.163>
- Guzmán, C., Santos, F. J., & Barroso, M. D. L. O. (2020). Analysing the links between cooperative principles, entrepreneurial orientation and performance. *Small Business Economics*, 55(4), 1075-1089. <https://doi.org/10.1007/s11187-019-00174-5>
- Gwiriri, L. C., & Bennett, J. E. (2020). Balancing democracy with service delivery: power relations, politics and accountability in cooperatives supporting emergent livestock farmers in South Africa. *International Journal of the Commons*, 14(1), 123–138. <https://doi.org/10.5334/ijc.973>
- Hashimoto, M., & Nassif, V. M. J. (2014). Inhibition and encouragement of entrepreneurial behavior: Antecedents analysis from managers' perspectives. *Brazilian Administration Review*, 11(4), 385–406. <https://doi.org/10.1590/1807-7692bar2014130008>
- Hunter, S. T., Cushenbery, L. D., & Jayne, B. (2017). Why dual leaders will drive innovation: Resolving the exploration and exploitation dilemma with a conservation of resources solution. *Journal of Organizational Behavior*, 38(8), 1183–1195. <https://doi.org/10.1002/job.2195>
- Jin, S. (2018). A study on the cooperative plan of water resources field between South Korea and North Korea. <https://archives.kdischool.ac.kr/handle/11125/34568>
- Kuratko, D. F., Hornsby, J. S., & Covin, J. G. (2014). Diagnosing a firm's internal environment for corporate entrepreneurship. *Business Horizons*, 57(1), 37–47. <https://doi.org/10.1016/j.bushor.2013.08.009>
- Mallikarjuna, N.L. (2014). Human Resource Development in Co-operatives: A Theoretical Understanding. *IOSR Journal of Business and Management*, 16(11), 01–05. <https://doi.org/10.9790/487x-161110105>
- Meyfrootd, K., & Desmidt, S. (2021). Can rational planning stimulate cooperative behaviour? How perceived self-efficacy mediates the relationship between strategic plan use, performance information use and strategic voice by local councillors. *Public Management Review*, 23(6), 818-842. <https://doi.org/10.1080/14719037.2019.1699949>
- Morrison, R. (2000). Organizing an entrepreneurial cooperative. *Peace Review*, 12(2), 223–229. <https://doi.org/10.1080/10402650050057870>
- Ojiagu, N. C., & Ezemba, N. E. (2021). Cooperative entrepreneurship and social empowerment of rural dwellers in Anambra State, Nigeria. *International Journal of Management & Entrepreneurship Research*, 3(7), 277-287. <https://doi.org/10.51594/ijmer.v3i7.246>
- Ravensburg, N.G. (2011). Economic and other benefits of the entrepreneurs' cooperative as a specific form of enterprise cluster. [www.ilo.org/empent/Publications/WCMS\\_173050/lang-en/index.htm](http://www.ilo.org/empent/Publications/WCMS_173050/lang-en/index.htm)
- Reuther, K., Borodzicz, E. P., & Schumann, C. A. (2018, June). Identifying barriers to intrapreneurship. In *2018 IEEE International Conference on Engineering, Technology and Innovation (ICE/ITMC)*. p. 1-9. <https://doi.org/10.1109/ice.2018.8436373>
- Schostak, J. (2019). 'Towards a society of equals': democracy, education, cooperation and the practice of radical inclusion. *International Journal of Inclusive Education*, 23(11), 1103–1115. <https://doi.org/10.1080/13603116.2019.1629161>
- Selig, C. J., Stettina, C. J., & Baltes, G. (2016). The Corporate entrepreneur: A driving force for strategic renewal and radical innovation in established companies. In *Proceedings of the 22nd ICE/IEEE International Technology Management Conference*. <https://doi.org/10.1109/ice/itmc39735.2016.9025918>
- Skurnik, S. (2002). The Role of cooperative entrepreneurship and firms in organising economic activities – past, present and future. <https://api.semanticscholar.org/CorpusID:11221319>
- Vayaliparampil, M., Page, F., & Wolterstorff, E. (2021). The missing ingredient for successful multi-stakeholder partnerships: Cooperative capacity. *Societies*, 11(2), 37. <https://doi.org/10.3390/soc11020037>
- Wagner, K., Taylor, A., Zablitt, H., & Foo, E. (2014). *Innovation in 2014*. Boston, MA: Boston Consulting Group.
- Young, S. L., Welter, C., & Conger, M. (2017). Stability vs. flexibility: The effect of regulatory institutions on opportunity type. *Journal of International Business Studies*, 47, 1-35. <https://doi.org/10.1057/s41267-017-0095-7>

## BIOGRAPHIES OF AUTHORS



**Dr. Jason G. Ramirez** is an accomplished researcher with a diverse academic background. He holds a Doctor of Philosophy in Business Management with the highest distinction award from Centro Escolar University, complemented by a Master in Business Administration and a Bachelor of Science in Accountancy from Divine Word College of San Jose. Currently pursuing a Post-doctoral Diploma in Quality Management at Centro Escolar University, Dr. Ramirez's research interests span accounting, finance, business management, and community engagement. His work reflects a blend of theoretical insight and practical application, contributing to both scholarly discourse and societal impact. Throughout his career, Dr. Ramirez has actively engaged in scholarly activities, including publishing in reputable journals, and presenting at conferences. As a respected figure in academia, Dr. Jason G. Ramirez's dedication to excellence, coupled with his passion for research and community engagement, positions him as a leading voice in the fields of business management and accounting, with the potential to influence positive change on a global scale.



**Dr. Rommel A. Avillanoza** is an Associate Professor at Occidental Mindoro State College, College of Business, Administration and Management. He received his Bachelor of Science in Accountancy degree from the same institution where he is working and his Doctor of Philosophy major in Business Management at the University of Perpetual Help System Laguna. His research interests are topics related to accounting, accounting education, and cooperative development and management. He can be contacted through: [mel.avillanoza@gmail.com](mailto:mel.avillanoza@gmail.com)



**Dr. Fye Dunaway R. Asio** currently serving as an Assistant Professor at Occidental Mindoro State College. Beyond her teaching duties, she also holds the position of Associate Dean of the College of Business, Administration, and Management, showcasing her leadership and administrative capabilities. Her professional journey is deeply entrenched in business and management, areas where she has both academic and practical experience. Dr. Asio is an alumna of Occidental Mindoro State College, where she completed her Bachelor of Science in Management Accounting. She furthered her education by earning a Master's degree in Business Administration from Divine Word College of San Jose. Moreover, she obtained her Doctor of Philosophy in Business Management at Centro Escolar University Manila, further solidifying her expertise in her chosen field. Her research interests focuses in business and livelihood development. These focus areas reflect her commitment to contributing knowledge that can enhance community livelihoods and local industries. She can be contacted at email: [fyedunawayasio\\_cbam@omsc.ph.education](mailto:fyedunawayasio_cbam@omsc.ph.education).