




ISSN: 2617-6548

URL: www.ijirss.com



Strengthening local enterprise: A development plan based on the promotion and distribution practices of OTOP beneficiaries in Nueva Ecija, Philippines

 Lady Anne Murillo

Nueva Ecija University of Science and Technology, Philippines.

(Email: ladyannemurillo20@gmail.com)

Abstract

This study aimed to examine the promotion and distribution strategies employed by One Town One Product (OTOP) micro, small, and medium enterprises (MSMEs) in Nueva Ecija, Philippines. It sought to identify the challenges these enterprises face and provide data-driven inputs for a development plan aimed at enhancing their market competitiveness and long-term sustainability. A descriptive-quantitative research design was employed. Data were collected using a validated survey instrument administered to OTOP beneficiaries throughout the province. The analysis covered key promotional strategies including advertising, personal selling, public relations, and sales promotion and core distribution components including customer service, order processing, materials handling, inventory management, delivery, and product return protocols. Results indicated that OTOP MSMEs demonstrate strong practices in branding, customer service, and public relations. However, gaps were observed in areas such as digital tool utilization, formal inventory and return systems, and comprehensive strategic marketing planning. Specific operational challenges included limited digital literacy, underutilization of courier services, and low formalization in handling customer returns and feedback. The study concludes that while OTOP MSMEs have established foundational strengths in traditional promotional and distribution strategies, there is a pressing need to enhance digital capabilities, formalize operational systems, and adopt structured marketing approaches. A development plan is proposed to address these gaps through targeted interventions. The findings offer actionable insights for MSMEs, local government units, and development agencies in crafting responsive support programs. Emphasis should be placed on digital training, capacity-building in strategic marketing, investment in inventory and order management tools, and expansion of promotional platforms. These efforts can contribute to strengthening local enterprises and fostering inclusive and sustainable economic growth at the community level.

Keywords: Challenges, Difficulties, OTOP, Promotion, Strategies.

DOI: 10.53894/ijirss.v8i7.10493

Funding: The author solely conceived, designed, and conducted the study. The author has read and approved the final version of the manuscript.

History: Received: 13 August 2025 / Revised: 16 September 2025 / Accepted: 18 September 2025 / Published: 3 October 2025

Copyright: © 2025 by the author. This article is an open access article distributed under the terms and conditions of the Creative Commons Attribution (CC BY) license (<https://creativecommons.org/licenses/by/4.0/>).

Competing Interests: The author declares that there are no conflicts of interests regarding the publication of this paper.

Transparency: The author confirms that the manuscript is an honest, accurate, and transparent account of the study; that no vital features of the study have been omitted; and that any discrepancies from the study as planned have been explained. This study followed all ethical practices during writing.

Publisher: Innovative Research Publishing

1. Purpose

The One Town, One Product (OTOP) program is a key government initiative in the Philippines aimed at promoting inclusive local economic growth by empowering micro, small, and medium enterprises (MSMEs) to develop and market unique, culturally rooted products. Implemented by the Department of Trade and Industry (DTI), the program provides critical support in the form of capacity-building, business counseling, and product development to help MSMEs become more competitive and sustainable. In Ilocos Norte, the OTOP initiative has bolstered employment and economic participation, especially among college-educated, married women managing sole proprietorships, supported by skills training and technical assistance from agencies like DTI and the Department of Science and Technology [1]. Similarly, in Laguna, the program has enhanced MSME sustainability in financial performance, labor productivity, and product diversity, though challenges in product development and capacity building remain [2]. Action plans have been crafted to address gaps in human capital and community engagement, with recommendations targeting improvements in financial outcomes and labor efficiency [2]. However, disparities between the perspectives of MSMEs and DTI representatives, particularly on issues such as product quality and human resource development, highlight the need for more locally grounded planning [2].

OTOP beneficiaries, who are mostly micro, small, and medium enterprises (MSMEs), contribute significantly to rural development by creating job opportunities for local communities. In Nueva Ecija, about 1,400 beneficiaries have been identified from towns such as Cuyapo, Rizal, and San Isidro, indicating active participation in programs linked to local economic development [3]. Building upon these insights, the integration of green and innovative marketing practices into OTOP's promotion and distribution strategies can significantly bolster both local relevance and global competitiveness. As Yıldırım, et al. [4] highlight, environmentally responsible branding not only enhances public perception but also secures a sustainable competitive edge, which is particularly valuable for community-crafted products rooted in local resources and heritage. The case of "Moloko Vitchyzny" further illustrates how innovative marketing management that aligns with social and ecological values attracts broader market attention and reinforces brand integrity. Equally vital are robust distribution strategies that influence the export performance of OTOP products, ensuring that quality and availability meet consumer expectations across markets [5]. However, as Roller and Lavrakas [6] notes, many OTOP entrepreneurs still struggle with distribution-related challenges and inadequate marketing support, which limit their growth potential.

In Nueva Ecija, OTOP beneficiaries continue to face substantial constraints that impede the effectiveness of their promotion and distribution strategies. Limited advertising budgets, weak public relations efforts, and the underutilization of digital platforms hinder their ability to build brand visibility and connect with broader audiences. On the distribution side, inefficient logistics systems, delayed order processing, and poor inventory management disrupt the delivery of goods to market, leading to missed opportunities and reduced customer satisfaction. These challenges are compounded by restricted access to wider markets and a lack of coordinated support mechanisms that address the local context. While national initiatives and institutional support, such as those documented by Samonte [7] have laid a foundation for MSME growth, there remains a critical need for a localized development plan. As Tabisola [8] emphasized through the lens of endogenous development, sustainable progress should be rooted in community-driven strategies that utilize local capacities, address context-specific constraints, and align with broader economic and environmental goals.

This study aims to assess the promotion and distribution strategies employed by One Town, One Product (OTOP) beneficiaries in Nueva Ecija, with the ultimate goal of formulating a localized development plan that addresses their unique challenges and opportunities. By examining key areas such as advertising, public relations, order processing, and inventory management, the research intends to generate data-driven insights that can support evidence-based interventions. The significance of this study extends to multiple stakeholders. For policymakers, particularly local government units (LGUs) and the Department of Trade and Industry (DTI), the findings can inform more targeted support mechanisms and policy enhancements tailored to the needs of community-based enterprises. For OTOP entrepreneurs, the study provides actionable guidance to strengthen market performance, enhance competitiveness, and expand market reach. Moreover, the academic sector can utilize the results as a valuable reference for future research focused on localized economic development, MSME sustainability, and inclusive innovation in rural contexts.

2. Research Questions

In general, this study aims to describe the promotion and distribution strategies of OTOP beneficiaries in Nueva Ecija, Philippines to provide a basis for local development plan. Specifically, it seeks to answer the following research questions:

1. How may the promotion strategies of OTOP beneficiaries in Nueva Ecija be described in terms of:

- 1.1. Advertising;
- 1.2. Sales promotion;
- 1.3. Personal selling; and
- 1.4. Public relations?
2. How may the distribution strategies of OTOP beneficiaries in Nueva Ecija be described in terms of:
 - 2.1. Customer service;
 - 2.2. Order processing;
 - 2.3. Materials handling;
 - 2.4. Inventory management;
 - 2.5. Mean of Delivery;
 - 2.6. Terms of reference delivery; and
 - 2.7. Provision of returns?
3. How may the problems encountered by OTOP beneficiaries in Nueva Ecija be described in terms of:
 - 3.1. Operational challenges; and
 - 3.2. Marketing and distribution-related difficulties?
4. How may a development plan be formulated based on the identified promotion and distribution strategies, as well as the challenges and difficulties faced by OTOP beneficiaries in Nueva Ecija?

3. Methodology

This study employed a descriptive research design to examine the promotion and distribution strategies of One Town, One Product (OTOP) micro, small, and medium enterprises (MSMEs) in Nueva Ecija. The descriptive method is appropriate for assessing prevailing trends, practices, and challenges, providing a clear understanding of existing conditions. As defined by Siedlecki [9] descriptive research is used to investigate and describe the current state of a phenomenon, making it relevant for identifying and understanding the nature and extent of the strategies used by OTOP MSMEs in the province.

The research was conducted in Nueva Ecija, a province in Central Luzon known for its agricultural economy and emerging rural enterprises. Several towns and municipalities in the province have embraced the OTOP initiative, identifying and promoting local products in partnership with the Department of Trade and Industry (DTI). These OTOP beneficiaries contribute to rural entrepreneurship and local development by creating jobs, enhancing the utilization of native resources, and increasing local income.

The respondents of this study were owners or managers of identified OTOP MSMEs in Nueva Ecija. To reach this specific population, the researcher utilized snowball sampling, a non-probability method where initial respondents refer others who meet the study criteria. According to Johnson [10] snowball sampling is particularly useful for locating hidden or hard-to-reach populations, though it presents limitations such as reliance on personal referrals and potential biases in network size. A total of 26 OTOP entrepreneurs participated in the study.

Data collection was carried out using a structured survey questionnaire designed to capture relevant insights across four main areas. Part I focused on the promotion strategies, Part II covered distribution strategies, and Part III explored the challenges and difficulties encountered in both promotion and distribution. The instrument used a four-point Likert scale to gauge the respondents' level of agreement with given statements. The response scale ranged from 1 (Never) to 4 (Always), with corresponding qualitative descriptors for interpretation.

To ensure the reliability and validity of the instrument, the questionnaire was subjected to expert validation, pilot testing, and statistical analysis. The Kaiser-Meyer-Olkin (KMO) test and Bartlett's test of sphericity were used to measure construct validity. All three major parts of the questionnaire produced KMO values above the acceptable threshold of 0.6, with significance values below 0.001, confirming the validity of the instrument. The internal consistency of the instrument was evaluated using Cronbach's alpha. The reliability coefficients were 0.881 for Part I (Good), 0.772 for Part II (Acceptable), and 0.961 for Part III (Excellent), indicating a high level of internal consistency and instrument reliability.

The actual data collection process involved administering the questionnaires to selected respondents across the province, with some instances requiring personal interviews and direct observation to clarify or validate responses. After data gathering, responses were encoded into a spreadsheet and analyzed using SPSS 20.0. Descriptive statistics, specifically weighted mean was employed to interpret the results for the research questions related to promotion, distribution, and challenges to determine the overall level of agreement, based on the following scale: 3.25–4.00 (Always - High), 2.50–3.24 (Often - Moderate), 1.75–2.49 (Sometimes - Slight), and 1.00–1.74 (Never - None).

Through this comprehensive methodological approach, the study aimed to generate evidence-based insights into the strategies and challenges faced by OTOP MSMEs in Nueva Ecija, thereby informing the development of a localized plan to enhance their market reach and economic viability.

4. Findings

4.1. The Promotion Strategies of OTOP Beneficiaries in Nueva Ecija

The promotion strategies of OTOP beneficiaries in Nueva Ecija play a dynamic role in enhancing product visibility, brand recognition, and market competitiveness. This section presents the level of implementation of key promotional approaches, including advertising, sales promotion, personal selling, and public relations, as practiced by the participating MSMEs.

4.2. Advertising

Table 1 presents the level of implementation of various advertising strategies employed by OTOP beneficiaries in Nueva Ecija as part of their overall promotion efforts.

Table 1.
Level of Implementation of Advertising Strategies
Among OTOP Beneficiaries in Nueva Ecija.

Item Statements	Mean	Verbal Description
We use Image and Branding to convince customers.	3.85	Highly Implemented
Our image and branding are effective in convincing customers.	3.77	Highly Implemented
Our branding is consistent.	3.81	Highly Implemented
We use website addresses and social media (such as Facebook, Instagram, and the like) included in our marketing materials.	3.08	Moderately Implemented
Our customers prefer to buy low-cost goods because advertisements raise awareness.	3.54	Highly Implemented
Our advertisement persuades customers to purchase our products.	3.69	Highly Implemented
Our advertisement stimulates or encourages people to buy our products.	3.73	Highly Implemented
We make certain that advertisements always have an impact on purchasing habits.	3.62	Highly Implemented
To advertise our products or services, we use internet marketing.	3.15	Moderately Implemented
The Internet assists our company in a variety of ways in the promotion.	3.65	Highly Implemented
Overall Mean	3.59	Highly Implemented

The data in Table 1 reveals that the advertising strategies of OTOP beneficiaries in Nueva Ecija are generally perceived as highly implemented, with an overall mean score of 3.59. The highest-rated item is the use of image and branding to convince customers ($\mu = 3.85$), followed closely by consistent branding across marketing materials ($\mu = 3.81$) and effective image branding ($\mu = 3.77$). This suggests that visual identity and brand coherence are prioritized among the respondents. Moreover, advertisements are seen as persuasive and impactful in influencing purchasing habits, as shown by consistently high scores in items related to customer persuasion and stimulation. However, relatively lower mean scores were observed in the use of website addresses, social media ($\mu = 3.08$), and internet marketing ($\mu = 3.15$), indicating only moderate implementation of digital channels in advertising efforts.

The implication of these results points to a notable strength in traditional branding and promotional practices among OTOP MSMEs in Nueva Ecija, but also highlights a potential area for improvement in digital marketing. While these enterprises are successful in leveraging branding and persuasive messaging through conventional means, the moderate implementation of online strategies suggests that many beneficiaries may not yet be fully maximizing the reach and cost-efficiency of digital platforms such as social media and internet-based advertising. Given the growing digital economy and the increasing importance of online presence in today's market, integrating more robust digital marketing strategies could significantly enhance the visibility and competitiveness of OTOP products. This insight underscores the need for a localized development plan that incorporates digital capacity-building initiatives to modernize and amplify promotion efforts for MSMEs in the province.

4.3. Sales Promotion

Table 2 presents the level of implementation of various sales promotion strategies among OTOP beneficiaries in Nueva Ecija, as reflected by their responses to key promotional activities.

Table 2.
Level of Implementation of Sales Promotion Strategies.
Among OTOP Beneficiaries in Nueva Ecija

Item Statements	Mean	Verbal Description
We give discounts which help make a faster decision to buy the product.	3.00	Moderately Implemented
We give free samples and sponsor contests.	2.77	Moderately Implemented
We give free premiums.	2.73	Moderately Implemented
We give sponsor contests.	2.04	Slightly Implemented
We clearly presented the products through the Display section of the store.	3.31	Highly Implemented
We clearly presented the products through joined open market bazaar.	3.08	Moderately Implemented
We provide loyalty coupons or vouchers.	1.50	Not Implemented
We give discounts on bulk orders or sales.	3.77	Highly Implemented
We give buy 1 take 1 promo.	1.46	Not Implemented
We give a free amount or trial of a product to consumers give price packs to consumers of savings off the regular price of a product, flagged on the label or package.	3.00	Moderately Implemented
Overall Mean	2.67	Moderately Implemented

The data in Table 2 reveals that the sales promotion strategies of OTOP beneficiaries in Nueva Ecija are perceived as moderately implemented, with an overall mean score of 2.67. The highest-rated item is the use of discounts on bulk orders or sales ($\mu = 3.77$), followed by the clear presentation of products through the store display section ($\mu = 3.31$) and participation in open market bazaars ($\mu = 3.08$), indicating a stronger reliance on traditional and volume-based promotional tactics. Moderate implementation is also noted in offering general discounts ($\mu = 3.00$) and giving free samples ($\mu = 2.77$), suggesting occasional use of value-adding strategies. In contrast, significantly lower scores are seen in the use of loyalty coupons ($\mu = 1.50$) and buy-one-take-one promotions ($\mu = 1.46$), both rated as not implemented. Sponsorship of contests ($\mu = 2.04$) and provision of free premiums ($\mu = 2.73$) were rated slightly to moderately implemented, highlighting gaps in the adoption of interactive and incentive-driven promotions. These results suggest that while some traditional sales promotions are practiced, innovative and engagement-focused approaches are underutilized.

The findings reflect a moderate engagement with traditional sales promotion methods among OTOP MSMEs in Nueva Ecija, with limited utilization of advanced or customer loyalty-building strategies. While high ratings for bulk discounts and product displays reveal strengths in physical selling approaches, the absence of digital or incentive-based tools, such as loyalty programs and promotional bundles, underscores a missed opportunity in cultivating repeat buyers and increasing customer lifetime value. These gaps may stem from limited marketing training, resource constraints, or lack of awareness of evolving consumer behavior. For the development plan to be truly responsive, capacity-building interventions should be introduced to enhance MSME understanding and use of diverse sales promotion techniques, especially those that foster customer engagement and long-term brand loyalty. Integrating digital and innovative promotional tools could significantly improve the competitiveness and reach of OTOP products both locally and beyond.

4.4. Personal Selling

Table 3 presents the level of implementation of personal selling strategies among OTOP beneficiaries in Nueva Ecija, highlighting how enterprises engage with customers, manage relationships, and support sales processes through direct interaction and assistance.

Table 3.
Level of Implementation of Personal Selling Strategies.
Among OTOP Beneficiaries in Nueva Ecija

Item Statements	Mean	Verbal Description
We search out and obtain new customers.	3.27	Highly Implemented
We secure and maintain customer cooperation in stocking and keeping customers informed on changes in the product line and other aspects of marketing strategy.	3.58	Highly Implemented
We assist customers in selling the product line.	3.23	Moderately Implemented
We provide technical advice and assistance to customers.	3.65	Highly Implemented
We assist with (or handle) the training of middlemen 's sales personnel.	2.46	Slightly Implemented
We assist with the training of middlemen 's sales personnel.	2.62	Moderately Implemented
We provide advice and assistance to middlemen on management problems.	2.77	Moderately Implemented
We collect and report market information of interest and use it for company management.	3.69	Highly Implemented
We secure targeted percentages of certain accounts business.	2.65	Moderately Implemented
We offer online assistance to customers and ensure that their concerns are addressed as soon as possible.	3.31	Highly Implemented
Overall Mean	3.12	Moderately Implemented

The data in Table 3 reveals that the personal selling strategies of OTOP beneficiaries in Nueva Ecija are generally moderately implemented, with an overall mean score of 3.12. The highest-rated activity is the collection and reporting of market information for management use ($\mu = 3.69$), followed by providing technical advice for customized or complex products ($\mu = 3.65$), and maintaining customer cooperation through product updates and stock management ($\mu = 3.58$). These results suggest that OTOP MSMEs prioritize direct client engagement, particularly in providing tailored support and maintaining client relationships. Additionally, offering online customer assistance ($\mu = 3.31$) and actively seeking new customers ($\mu = 3.27$) are also relatively well implemented, indicating a proactive approach to customer interaction.

However, some aspects of personal selling show lower levels of implementation. For instance, training of middlemen's sales personnel ($\mu = 2.46$ and $\mu = 2.62$) and securing targeted sales percentages from specific accounts ($\mu = 2.65$) were only moderately to slightly implemented. This suggests a gap in intermediary development and performance-based sales targeting, which are critical for scaling operations and expanding market coverage. These findings underscore the need for capacity-building initiatives focused on improving intermediary support, structured selling strategies, and professional sales training to boost personal selling effectiveness among OTOP MSMEs.

The findings imply that while OTOP beneficiaries in Nueva Ecija demonstrate a commendable level of initiative in engaging directly with customers—especially through technical assistance, customer cooperation, and online support—there are clear areas for improvement that could enhance their overall market competitiveness. The moderate overall implementation of personal selling strategies suggests that these enterprises are still in the process of professionalizing their sales approach. The limited attention given to training middlemen and securing account-based sales targets indicates missed

opportunities for expanding distribution efficiency and strengthening business-to-business (B2B) relationships.

4.5. Public Relations

The data presented in Table 4 shows the level of implementation of public relations strategies among OTOP beneficiaries in Nueva Ecija based on various organizational communication, decision-making, and stakeholder engagement practices.

Table 4.
Level of Implementation of Public Relations Strategies.
Among OTOP Beneficiaries in Nueva Ecija

Item Statements	Mean	Verbal Description
We allow more inclusive decision-making for better organizational policy from the perspectives of the Public and more enduring decisions.	3.88	Highly Implemented
We are empowered to report directly to the CEO to advise on matters involving the public, values, and ethical decision-making.	3.96	Highly Implemented
We have access to and authority in all levels and functions of the organization.	3.96	Highly Implemented
We separate the management function in the organization in order to prevent encroachment by marketing or legal departments into the role and responsibilities of communication management.	3.85	Highly Implemented
We believe that public relations are headed by a professional public relations manager rather than someone who is adept in the technical skill of writing.	3.46	Highly Implemented
We manifest the two-way symmetrical model of the public relations approach in resolving conflicts, preventing problems, and building and maintaining relationships with the public.	3.85	Highly Implemented
We Engage in negotiation and collaborative problem-solving.	3.96	Highly Implemented
We build teamwork, increase employee morale and job satisfaction levels, and decrease employee turnover.	4.00	Highly Implemented
We diligently respond to all online questions and queries.	3.31	Highly Implemented
We use technology and other online platforms to maintain public relations.	3.38	Highly Implemented
Overall Mean	3.76	Highly Implemented

The data in Table 4 indicates that public relations strategies are highly implemented among OTOP beneficiaries in Nueva Ecija, with an overall mean of 3.76. The highest-rated item is the practice of building teamwork, increasing employee morale and job satisfaction, and reducing turnover ($\mu = 4.00$), suggesting a strong internal focus on organizational harmony and employee engagement. Several items received equally high ratings ($\mu = 3.96$), including having access to all levels of the organization, advising the CEO on public and ethical matters, and engaging in negotiation and collaborative problem-solving—highlighting the strategic role of public relations in decision-making and organizational dynamics. Even the lowest-rated items, such as responding to online queries ($\mu = 3.31$) and using digital platforms to maintain public relations ($\mu = 3.38$), still fall within the “highly implemented” range, demonstrating consistent application of both traditional and digital PR tools.

These results imply that OTOP MSMEs in Nueva Ecija recognize the value of public relations not merely as a communication function but as a strategic organizational tool that shapes internal culture and external stakeholder relationships. The high level of implementation suggests maturity in managing public perception and fostering ethical, two-way communication—factors that are vital for building trust and long-term brand credibility. However, the slightly lower ratings in online responsiveness and digital platform usage indicate opportunities for enhancement, especially in a digital-first marketplace where online engagement increasingly defines public trust and visibility. Strengthening these aspects could further amplify the reach and influence of OTOP beneficiaries, aligning their public relations efforts with modern consumer expectations and digital communication trends.

4.6. The Distribution Strategies of OTOP Beneficiaries in Nueva Ecija

The distribution strategies of OTOP beneficiaries in Nueva Ecija are essential in ensuring the efficient movement of products from producers to consumers. This section examines the level of implementation of key distribution components, namely customer service, order processing, materials handling, inventory management, terms of reference delivery, and provision for returns, which collectively influence the reliability, accessibility, and overall performance of local enterprises.

4.7. Customer Service

Table 5 presents the level of implementation of customer service strategies among OTOP beneficiaries in Nueva Ecija, focusing on practices related to customer engagement, feedback collection, satisfaction monitoring, and the use of internet-based tools to enhance service delivery.

Table 5.

Level of Implementation of Customer Service Strategies.
Among OTOP Beneficiaries in Nueva Ecija

Item Statements	Mean	Verbal Description
We regularly analyze factors that influence the sales behavior of our customers.	3.92	Highly Implemented
We monitor the requirements of current and potential customers.	3.81	Highly Implemented
We use an individual approach to our customers.	3.69	Highly Implemented
We offer a wide range of after-sales services.	3.92	Highly Implemented
We find out the rate of satisfaction of final customers	3.92	Highly Implemented
We know the image of our products from our customers.	3.92	Highly Implemented
We find out why potential customers did not buy our products	2.69	Moderately Implemented
The Internet helps our company collect feedback from customers.	3.62	Highly Implemented
To build good relationships with our customers, we use the Internet to provide customer service.	3.50	Highly Implemented
We respond to all online questions and inquiries promptly.	3.31	Highly Implemented
Overall Mean	3.63	Highly Implemented

The data in Table 5 reveals that customer service strategies among OTOP beneficiaries in Nueva Ecija are generally highly implemented, as indicated by an overall mean of 3.63. The highest-rated items include regularly analyzing factors influencing customer behavior ($\mu = 3.92$), offering a wide range of after-sales services ($\mu = 3.92$), and understanding customer satisfaction and product image ($\mu = 3.92$). These findings suggest that most enterprises prioritize customer-centered strategies to enhance satisfaction and loyalty. Similarly, the use of internet platforms for feedback collection ($\mu = 3.62$) and customer service ($\mu = 3.50$) reflects an encouraging shift toward digital engagement. However, a notable gap exists in identifying reasons why potential customers did not make purchases, which received the lowest mean of 2.69 (Moderately Implemented), suggesting an area that needs improvement.

These findings imply that while customer service practices are well-established among OTOP MSMEs, there is room for strengthening data-driven insights from non-converting customers to improve marketing and conversion strategies. The strong emphasis on after-sales engagement and digital responsiveness aligns with the need to remain competitive in a market where customer expectations are increasingly shaped by convenience and personalization. For policymakers and development planners, these results highlight the importance of supporting OTOP enterprises with tools and training in customer behavior analytics and digital service integration to further enhance their capacity for customer relationship management and long-term sustainability.

4.8. Order Processing

Table 6 presents the level of implementation of customer relationship and service strategies among OTOP beneficiaries in Nueva Ecija, focusing on key aspects of purchasing, order processing, and the adoption of technology in service operations. The results highlight how these enterprises manage internal workflows and external service delivery to ensure effective customer interactions and operational efficiency.

Table 6. Level of Implementation of Customer Relationship and Service Strategies
Among OTOP Beneficiaries in Nueva Ecija

Item Statements	Mean	Verbal Description
The manager responsible for Purchasing and Receiving	3.73	Highly Implemented
There is a formal process for purchasing Inventory.	2.46	Slightly Implemented
Auto-create the purchase order from the requisition.	2.88	Moderately Implemented
Has the ability to ship goods/services to a variety of ship-to locations.	3.38	Highly Implemented
Has the ability to cancel purchase orders.	2.81	Moderately Implemented
Attach supporting documentation to purchase orders.	2.65	Moderately Implemented
Print a purchase order.	2.12	Slightly Implemented
Has the ability to report on purchase order data.	3.23	Moderately Implemented
Has the ability to route requisitions for approval based on employee/supervisor hierarchy.	3.73	Highly Implemented
We adopt technology and other online platforms processing orders.	3.19	Moderately Implemented
Overall Mean	3.02	Moderately Implemented

The data in Table 6 reveals that the implementation of customer relationship and service strategies among OTOP beneficiaries in Nueva Ecija is generally moderately implemented, with an overall mean score of 3.02. Among the highest-rated practices are the assignment of a manager responsible for purchasing and receiving ($\mu = 3.73$) and the ability to route requisitions for approval based on employee/supervisor hierarchy ($\mu = 3.73$), indicating that decision-making and accountability structures are in place. Other practices such as the ability to ship to multiple locations ($\mu = 3.38$) and reporting on purchase order data ($\mu = 3.23$) are also moderately to highly implemented, showing partial integration of order fulfillment systems. However, certain essential tasks like printing purchase orders ($\mu = 2.12$), attaching supporting

documents ($\mu = 2.65$), and auto-generating purchase orders ($\mu = 2.88$) are only slightly to moderately practiced, suggesting that several aspects of order processing remain manual or underutilized.

These findings imply that while OTOP MSMEs in Nueva Ecija are gradually adopting systems for customer service and order management, gaps remain in fully automating and formalizing their purchasing and processing workflows. The lack of consistent implementation of technological tools, such as auto-creation of purchase orders and documentation attachment, can hinder operational efficiency and scale. For development planners and policymakers, this underscores the need to support OTOP enterprises with targeted capacity-building initiatives focused on digital order management, procurement systems, and logistics coordination. Improved implementation of these systems can lead to faster order fulfillment, better customer satisfaction, and ultimately, a more resilient local enterprise sector.

4.9. Materials Handling

The Table 7 presents the level of implementation of materials handling strategies among OTOP beneficiaries in Nueva Ecija. It reflects how enterprises manage the flow, safety, efficiency, and protection of materials throughout the production and distribution process.

Table 7.
Level of Implementation of Materials Handling Strategies.
Among OTOP Beneficiaries in Nueva Ecija

Item Statements	Mean	Verbal Description
We provide proper material and information flow	4.00	Highly Implemented
We ensure possible lowest operation costs	3.96	Highly Implemented
We ensure on-time and accurate delivery	3.96	Highly Implemented
We minimize material damage and employee injury	3.96	Highly Implemented
We reuse the load-carrying surface and also material identification at any time.	3.92	Highly Implemented
We are holding the right amount of material both in manufacturing and distribution	3.96	Highly Implemented
We apply Just-in-time inventory management	3.96	Highly Implemented
We decreased work-in-progress materials to ensure possibly the lowest operation costs.	3.88	Highly Implemented
We minimize employee injury	3.96	Highly Implemented
We protect products from getting damaged or being contaminated	4.00	Highly Implemented
Overall Mean	3.96	Highly Implemented

The data in Table 7 reveals that materials handling strategies among OTOP beneficiaries in Nueva Ecija are highly implemented, with an impressive overall mean of 3.96. The highest-rated items include the provision of proper material and information flow and protection of products from damage or contamination ($\mu = 4.00$). Other items, such as minimizing material damage and employee injury, ensuring on-time and accurate delivery, and applying just-in-time inventory management, all received high ratings ($\mu = 3.96$), indicating a strong operational focus on efficiency, safety, and timely logistics. The lowest, though still highly rated, item was the strategy to reduce work-in-progress materials to control costs ($\mu = 3.88$), suggesting a consistent application of lean principles across enterprises.

These findings imply that OTOP MSMEs in Nueva Ecija demonstrate a commendable level of maturity in their materials handling processes, emphasizing operational efficiency, safety, and cost-effectiveness. Their effective use of strategies like just-in-time inventory and preventive measures against material damage indicates preparedness for scaling and competitiveness. For development agencies and policymakers, these results highlight the readiness of these enterprises for more advanced logistics integration, such as digital supply chain systems or automation in handling processes, which could further optimize their operations and support long-term sustainability in the local value chain.

4.10. Inventory Management

Table 8 presents the Level of Implementation of Inventory Management Strategies among OTOP beneficiaries in Nueva Ecija. It highlights how enterprises manage product flow, delivery schedules, warehousing, and security, alongside the integration of technological tools and adherence to formal inventory policies and procedures.

Table 8.

Level of Implementation of Inventory Management Strategies.
Among OTOP Beneficiaries in Nueva Ecija

Item Statements	Mean	Verbal Description
Has the ability of the marketing department to push the products	3.81	Highly Implemented
The company has the ability to stick to the delivery schedule of the client	4.00	Highly Implemented
There is an inventory of the shelf life and the warehousing capacity.	3.85	Highly Implemented
Provide Customers with immediate service.	4.00	Highly Implemented
Minimize production delays.	3.96	Highly Implemented
Policies and procedures are current, in writing, and properly approved.	2.65	Moderately Implemented
Policies and procedures clearly stated and systematically communicated	2.65	Moderately Implemented
Receiving, issuing, accounting, and storing responsibilities properly segregated	3.50	Highly Implemented
Management has taken the appropriate steps to safeguard goods against the risk of loss by theft	3.88	Highly Implemented
We adopt technology and internet assistance in Stock and Inventory Management.	2.50	Slightly Implemented
Overall Mean	3.48	Highly Implemented

Table 8 presents the level of implementation of inventory management strategies among OTOP beneficiaries in Nueva Ecija. The overall mean of 3.48 indicates that inventory management practices are generally highly implemented. The highest-rated items include the ability to adhere to delivery schedules and provide immediate customer service ($\mu = 4.00$), followed by minimizing production delays ($\mu = 3.96$), and maintaining an inventory of shelf life and warehousing capacity ($\mu = 3.85$). These figures suggest that OTOP MSMEs prioritize operational efficiency and customer responsiveness. However, moderately implemented practices were observed in areas concerning formal documentation and communication of policies ($\mu = 2.65$). The lowest rating was given to the use of technology and internet assistance in stock and inventory management ($\mu = 2.50$), highlighting a potential area for digital enhancement.

The findings imply that while OTOP MSMEs exhibit strong capabilities in logistical coordination, product availability, and theft prevention, there is a need to modernize internal controls and documentation systems. The relatively low implementation of digital tools and inventory technologies suggests that these enterprises may not be fully leveraging automation or data analytics for stock optimization. Strengthening digital inventory systems, supported by clear policies and procedures, could enhance accuracy, reduce losses, and support scalability. Development agencies and local government units may consider interventions such as training in inventory software use and support for technology acquisition to enhance the long-term sustainability and competitiveness of OTOP MSMEs.

4.11. Means of Delivery

Table 9 presents the level of implementation of delivery service strategies among OTOP beneficiaries in Nueva Ecija, focusing on various aspects such as timeliness, use of technology, packaging integrity, customer feedback, and delivery preferences. These indicators reflect how well local enterprises manage their logistics and distribution practices to ensure customer satisfaction and operational efficiency.

Table 9.

Level of Implementation of Delivery Service Strategies.
Among OTOP Beneficiaries in Nueva Ecija

Item Statements	Mean	Verbal Description
We use service vehicles	3.22	Moderately Implemented
We deliver the product/parcel on time	3.17	Moderately Implemented
We use technology in the ordering method	3.30	Highly Implemented
We satisfy our customers with our ordering services	3.13	Moderately Implemented
We use courier in the delivery	1.22	Not Implemented
We give additional charges for delivery fees	1.91	Not Implemented
We consider customer preferences in the delivery	3.91	Highly Implemented
We consider feedback from our customers	3.91	Highly Implemented
We ensure that the packaging/product is undamaged	4.00	Highly Implemented
We ensure the availability of manpower in delivery services	3.52	Highly Implemented
Overall Mean	3.13	Moderately Implemented

The data in Table 9 reveals that the delivery service strategies of OTOP beneficiaries in Nueva Ecija are moderately implemented overall, with a mean score of 3.13. The highest-rated practices include ensuring undamaged packaging or products ($\bar{x} = 4.00$), considering customer preferences ($\bar{x} = 3.91$), and responding to customer feedback ($\bar{x} = 3.91$). These scores suggest a strong focus on quality assurance and customer-oriented service. The use of technology in the ordering method ($\bar{x} = 3.30$) and availability of manpower ($\bar{x} = 3.52$) also reflect a level of operational readiness. However, low

implementation is observed in the use of couriers ($\bar{x} = 1.22$) and the application of additional delivery charges ($\bar{x} = 1.91$), which may indicate limitations in logistics partnerships or pricing structures.

These findings imply that while customer-centric practices are well-emphasized, many OTOP MSMEs in Nueva Ecija may still rely on traditional or informal delivery modes, potentially limiting their reach and efficiency. The moderate use of service vehicles and technology suggests partial modernization of logistics, but the lack of courier integration may hinder scalability, especially for distant or e-commerce-based transactions. To enhance competitiveness, MSMEs would benefit from support programs focused on logistics innovation, partnerships with reliable delivery providers, and digital infrastructure for order fulfillment and tracking.

4.12. Terms of Reference Delivery

Table 10 presents the level of implementation of terms of reference in delivery strategies among OTOP beneficiaries in Nueva Ecija, focusing on payment methods, delivery responsibilities, and adherence to agreed-upon conditions. The data reflect how these enterprises manage financial transactions and delivery agreements with their customers.

Table 10.

Level of Implementation of Terms of Reference in Delivery Strategies.

Among OTOP Beneficiaries in Nueva Ecija

Item Statements	Mean	Verbal Description
We accept cash only	3.26	Highly Implemented
We accept checks	1.87	Not Implemented
We give consignment	1.65	Not Implemented
We accept consignment basis	1.65	Not Implemented
We accept credit with payment terms of up to 30 days.	1.48	Not Implemented
We accept credit with payment terms of up to 60 days.	1.61	Not Implemented
We don't allow credit	3.26	Highly Implemented
We give delivery fees	3.00	Moderately Implemented
We shoulder the cost of delivery	1.61	Not Implemented
We ensure delivery was carried out according to the agreed condition	4.00	Highly Implemented
Overall Mean	2.34	Slightly Implemented

The data in Table 10 reveals that the level of implementation of terms of reference in delivery strategies among OTOP beneficiaries in Nueva Ecija is slightly implemented, with an overall mean of 2.34. Most enterprises highly implement cash-only transactions ($\bar{x} = 3.26$) and strictly disallow credit ($\bar{x} = 3.26$), reflecting a preference for immediate payments and low financial risk. Delivery carried out according to agreed conditions is also highly implemented ($\bar{x} = 4.00$), suggesting a strong commitment to fulfilling logistical agreements. However, key flexible payment options such as check acceptance ($\bar{x} = 1.87$), consignment ($\bar{x} = 1.65$), and credit terms ($\bar{x} = 1.48$ – 1.61) are notably not implemented, indicating limited financial accommodation for buyers. Additionally, only moderate implementation is seen in charging delivery fees ($\bar{x} = 3.00$), while cost absorption for delivery is low ($\bar{x} = 1.61$).

These findings imply that while OTOP MSMEs prioritize secure and straightforward financial transactions, their limited flexibility in payment methods may hinder broader market engagement, particularly with institutional buyers or resellers who often operate on credit or consignment arrangements. For development planners and trade facilitators, this suggests the need to provide financial literacy training, risk management tools, and possibly access to microcredit or insurance schemes. Enhancing financial adaptability could improve competitiveness and strengthen the distribution reach of OTOP products both locally and regionally.

4.13. Provision of Returns

The data presented in Table 11 outlines the level of implementation of product return and feedback management strategies among OTOP beneficiaries in Nueva Ecija. It evaluates how enterprises handle customer returns, allocate resources for returned items, and integrate customer feedback into service and product improvements.

Table 11.
Level of Implementation of Product Return and Feedback Management Strategies.
Among OTOP Beneficiaries in Nueva Ecija.

Item Statements	Mean	Verbal Description
We respond to customer returns immediately	3.91	Highly Implemented
We inspect the product before accepting returns	3.61	Highly Implemented
We don't accept returns	1.57	Not Implemented
We allocate budget for sales returns	1.17	Not Implemented
We resell the customized and resell the returned products	1.26	Not Implemented
We allow returns	3.78	Highly Implemented
We handle returns in a very formal ways such as use of forms and proper documentations etc.	1.26	Not Implemented
We consider feedbacks from customers	4.00	Highly Implemented
We are eager to innovate and improve our products and services.	3.91	Highly Implemented
We make certain that all returned items are properly addressed.	3.91	Highly Implemented
Overall Mean	2.84	Moderately Implemented

The data in Table 11 reveals that the implementation of product return and feedback management strategies among OTOP beneficiaries in Nueva Ecija is moderately implemented, with an overall mean of 2.84. The highest-rated items include promptly responding to customer returns ($\bar{x} = 3.91$), accepting returns ($\bar{x} = 3.78$), inspecting products before returns ($\bar{x} = 3.61$), and strongly considering customer feedback ($\bar{x} = 4.00$). These results reflect a customer-centric approach focused on service quality and responsiveness. However, several aspects of formal return handling remain underdeveloped, including allocating a budget for returns ($\bar{x} = 1.17$), using proper documentation ($\bar{x} = 1.26$), and procedures for reselling returned or customized products ($\bar{x} = 1.26$), which are all rated as "Not Implemented."

These findings imply that while OTOP MSMEs are responsive and open to feedback, their return processes lack structural and financial preparedness. This gap may hinder efficient returns management and customer trust in the long term. The strong inclination toward service recovery and product improvement is commendable, but formalizing return policies through documentation, budgeting, and systematic handling is essential for enhancing operational efficiency. Policymakers and enterprise support programs should consider providing technical assistance and resources that will help OTOP MSMEs institutionalize return protocols and strengthen post-sale support mechanisms.

4.14. The Problems Encountered by OTOP Beneficiaries in Nueva Ecija

4.14.1. Operational Challenges

The data presented in Table 12 illustrates the level of challenges encountered by OTOP beneficiaries in Nueva Ecija in implementing their promotion and distribution strategies. The indicators reflect various internal and external barriers related to marketing knowledge, planning, leadership, and communication.

Table 12.
Level of Challenges Encountered in Promotion and Distribution Strategies.
Among OTOP Beneficiaries in Nueva Ecija

Item Statements	Mean	Verbal Description
Lack of collaboration.	1.42	Not Challenging
Not knowing how to explain the product or service to sell.	1.46	Not Challenging
Not having a marketing plan.	2.35	Slightly Challenging
Think that marketing is not necessary.	1.50	Not Challenging
Lack of planning, knowledge, in many cases, lack of interest in learning new things.	1.96	Slightly Challenging
Things are often not done correctly due to negligence.	2.04	Slightly Challenging
Inadequate knowledge of how to use the Internet.	2.46	Slightly Challenging
Inadequate knowledge of the promotion and distribution process	2.69	Moderately Challenging
Lack of communication	1.69	Not Challenging
Lack of leadership	1.54	Not Challenging
Overall Mean	1.91	Slightly Challenging

The results indicate that the overall level of challenge is rated as slightly challenging with a mean of 1.91. The most moderately challenging concern is the inadequate knowledge of the promotion and distribution process ($\mu = 2.69$), followed by inadequate knowledge of how to use the Internet ($\mu = 2.46$), and the absence of a marketing plan ($\mu = 2.35$). These suggest that while most respondents do not find major barriers in basic communication or teamwork, they face difficulty with the more technical and strategic aspects of marketing. Conversely, challenges such as lack of collaboration ($\mu = 1.42$), lack of leadership ($\mu = 1.54$), and the belief that marketing is unnecessary ($\mu = 1.50$) are perceived as not challenging, reflecting a relatively stable internal organizational climate.

These findings imply that while internal management and teamwork structures are intact among OTOP MSMEs, there remains a notable gap in strategic marketing knowledge and digital literacy—critical components for effective promotion

and distribution in modern markets. Development agencies and local government units may need to prioritize training programs focused on digital marketing, customer engagement, and promotional planning. Addressing these moderate to slight challenges can significantly enhance the reach and competitiveness of OTOP products, especially in a rapidly digitizing economy.

4.15. Marketing and Distribution-Related Difficulties

Table 13 presents the level of difficulties encountered by OTOP beneficiaries in Nueva Ecija in implementing promotion and distribution activities. The data captures various barriers related to marketing strategies, digital engagement, customer communication, and overall market visibility.

Table 13.
Level of Difficulties Encountered in Promotion and Distribution Activities.
Among OTOP Beneficiaries in Nueva Ecija

Item Statements	Mean	Verbal Description
Sales on trade promotions	1.54	Not Challenging
Not finding market segment.	1.69	Not Challenging
The invisibility of the business	2.19	Slightly Challenging
Inability to learn/understand the marketing strategies	2.27	Slightly Challenging
Inability to manage your social networks,	2.08	Slightly Challenging
Inability to compete for the price of the products to the market.	1.88	Slightly Challenging
Inability to learn/understand distribution strategies.	2.19	Slightly Challenging
Inability to communicate with customers.	1.46	Not Challenging
Inability to answer online questions and concerns	2.04	Slightly Challenging
Inability to provide and make an online platform for the customers.	2.00	Slightly Challenging
Overall Mean	1.93	Slightly Challenging

The data in Table 13 reveals that OTOP beneficiaries in Nueva Ecija experience a generally slight level of difficulty in implementing promotion and distribution activities, as reflected by the overall mean score of 1.93. Among the most notable challenges are the inability to learn or understand marketing ($\mu = 2.27$) and distribution strategies ($\mu = 2.19$), as well as the invisibility of the business ($\mu = 2.19$)—highlighting common barriers related to market reach and strategic competence. Respondents also reported slight difficulties in managing social networks ($\mu = 2.08$), answering online concerns ($\mu = 2.04$), and establishing an online platform ($\mu = 2.00$), all of which point to issues in digital engagement. On the other hand, certain aspects such as sales on trade promotions ($\mu = 1.54$), inability to communicate with customers ($\mu = 1.46$), and finding a market segment ($\mu = 1.69$) were perceived as not challenging.

These findings imply that while many MSMEs are functional in basic promotional and customer engagement areas, they still face developmental gaps in adopting and understanding strategic and digital tools. The slight difficulty in digital presence and marketing strategy comprehension suggests the need for targeted capacity-building programs focused on digital literacy, online marketing platforms, and customer engagement techniques. Supporting OTOP beneficiaries through practical training and mentoring in these areas could improve their competitiveness and sustainability in increasingly digitized marketplaces.

4.16. Proposed Development Plan

Based on the survey results and comprehensive data analysis regarding the promotion and distribution strategies of OTOP MSMEs in Nueva Ecija—alongside the operational challenges and strategic difficulties they currently face—this development plan is hereby proposed to address the identified gaps and enhance the overall competitiveness, sustainability, and market responsiveness of local enterprises. The plan is designed to build upon existing strengths while systematically addressing the weaknesses and barriers that hinder growth and expansion.

The proposed development plan consists of the following strategic components:

Table 14.
Proposed Development Plan.

Strategic Focus Area	Justification Based on Findings	Proposed Intervention Strategy
Digital Platform Integration	Limited digital engagement and low online visibility; moderate implementation of technology in promotion and order fulfillment	Assist MSMEs in signing up for e-commerce and local online markets, and give support in making content, running their online pages, and promoting their brand.
Promotional Incentive Programs	Underutilized promotional techniques and absence of loyalty-building mechanisms	Create and apply low-cost promos like discounts, product bundles, and referral programs to help more people notice the products and buy again.
Capacity Building and Training	Gaps in digital literacy, marketing planning, and order/inventory management skills	Offer step-by-step training on digital marketing, customer analysis, inventory tracking, and making complete marketing plans.
Customer Experience Management	Strengths in after-sales service and feedback responsiveness, but weak formal return processes and limited data from non-converting buyers	Create clear systems for handling customer feedback and product returns, and give tools to track product quality and customer satisfaction.
Order Management Optimization	Inconsistent implementation of order tracking and procurement systems; partially manual workflows	Introduce easy-to-use digital tools for creating purchase orders, tracking orders, and getting approvals, and help MSMEs use them in daily operations with step-by-step guidance.
Inventory System Enhancement	Low use of technology in stock monitoring despite strong materials handling practices	Use simple inventory software and set clear rules for regular inventory checks, tracking product shelf life, and preventing spoilage.
Performance and Feedback Loop	High responsiveness to feedback but lack of structured performance evaluation systems	Make regular product and service reviews a standard practice by using customer satisfaction surveys and data-based reports.
Strategic Marketing Planning	Moderate to low presence of formal marketing plans; confusion about marketing and distribution strategies	Offer templates and guidance to help businesses create marketing plans tailored to their goals, combining traditional and digital methods.

5. Conclusion

This study aimed to assess the promotion and distribution strategies of One Town One Product (OTOP) Micro, Small, and Medium Enterprises (MSMEs) in Nueva Ecija, identify the challenges and difficulties they encounter, and propose a development plan to enhance their operational performance and market competitiveness. Guided by a descriptive-quantitative research design, the study surveyed selected OTOP beneficiaries using a validated questionnaire. Respondents were purposively sampled from various municipalities in Nueva Ecija, and data were analyzed through mean scoring and verbal interpretation. The research findings revealed that promotion strategies, particularly advertising and public relations, were generally highly implemented, with strengths in branding and stakeholder engagement. However, sales promotions and personal selling were moderately implemented, highlighting gaps in digital incentives and intermediary networks. Distribution strategies showed mixed levels of implementation: customer service and materials handling were highly implemented, while order processing, inventory, and delivery strategies were only moderately practiced. Terms of reference delivery and return systems were among the least implemented, reflecting limited financial flexibility and formalization.

In terms of operational and strategic difficulties, respondents reported a slightly challenging overall experience, particularly in understanding promotion and distribution processes, digital marketing, and maintaining business visibility. Internal issues such as communication, leadership, and collaboration were not seen as significant concerns. Based on these insights, a comprehensive development plan was proposed focusing on expanding digital platforms, investing in promotional incentives, strengthening staff training, improving customer satisfaction, streamlining order and inventory systems, formalizing return processes, and crafting structured marketing plans. These recommendations aim to bridge capability gaps and support the growth, sustainability, and resiliency of OTOP MSMEs in Nueva Ecija within an increasingly competitive and digitally driven marketplace.

6. Practical Implications

The findings of this study offer meaningful implications for researchers and practitioners exploring MSME development in the context of local branding and regional trade initiatives such as OTOP. Researchers can build on the quantitative insights by conducting longitudinal or mixed-method studies that investigate the long-term effects of digital adoption, structured marketing, and customer feedback systems on MSME sustainability. Additionally, future research may explore the role of local culture, consumer behavior, and digital literacy in shaping the effectiveness of promotion and distribution strategies. Practitioners—including business consultants and marketing professionals—can apply the results to

design targeted capacity-building interventions, mentorship programs, and technology-driven solutions tailored to the operational realities of grassroots entrepreneurs in rural or emerging economies.

For MSMEs and government stakeholders, the study emphasizes the need to institutionalize strategic marketing planning, digital engagement, and formal order and return systems. MSMEs must recognize that enhancing business visibility, building customer trust, and maintaining operational efficiency are key to thriving in competitive markets. To achieve this, they should prioritize investment in staff training, digital tools, and customer relationship management. For government agencies and local government units, the research highlights a clear need for supportive policies, resource mobilization, and programmatic interventions focused on digital literacy, logistics partnerships, access to finance, and marketing infrastructure. Collaboration between government, the private sector, and academic institutions can lead to a more resilient OTOP ecosystem that promotes inclusive growth and sustainable local enterprise development.

References

- [1] E. S. Parilla, "Economic promotion through one-town one product," *International Journal of Academic Research in Business and Social Sciences*, vol. 3, no. 7, p. 532, 2013. <https://doi.org/10.6007/IJARBS/V3-I7/75>
- [2] T. Tawingan, "Economic sustainability and challenges of micro and small enterprises in the one town, one product program of the department of trade and industry," *International Journal of Entrepreneurship, Business and Creative Economy*, vol. 4, no. 1, pp. 1-16, 2024. <https://doi.org/10.31098/ijebce.v4i1.1735>
- [3] J. Reyes, "Deal inked for Ecija food, water security," *Daily Tribune*, 2025. <https://tribune.net.ph/2025/03/13/deal-inked-for-ecija-food-water-security>
- [4] Z. Yıldırım, T. Yıldırım, and A. A. Urul, "The role of green marketing in achieving sustainable competitive advantage: A theoretical study," *Van Yüzüncü Yıl Üniversitesi İktisadi ve İdari Bilimler Fakültesi Dergisi*, vol. 9, no. 18, pp. 242-259, 2024. <https://doi.org/10.54831/vanyuiibfd.1536318>
- [5] V. Sitabutr and S. Deebhijarn, "Community-based enterprise export strategy success: Thailand's OTOP branding program," *Business and Economic Horizons*, vol. 13, no. 3, pp. 368-382, 2017.
- [6] M. R. Roller and P. J. Lavrakas, *Applied qualitative research design: A total quality framework approach*. New York: The Guilford Press, 2015.
- [7] S. C. Samonte, "Philippine news agency, glimpses and glazes," *Philippine News Agency*, 2022. <https://www.pna.gov.ph/opinion/pieces/577-lgus-and-one-town-one-product-strategy>
- [8] C. T. F. Tabisola, "Socio-economic impact of one-town-one-product (OTOP) entrepreneurial program in region 1 Philippines," *The Journal of Contemporary Issues in Business and Government*, vol. 25, no. 1, pp. 66-73, 2019.
- [9] S. L. Siedlecki, "Understanding descriptive research designs and methods," *Clinical Nurse Specialist*, vol. 34, no. 1, pp. 8-12, 2020. <https://doi.org/10.1097/nur.0000000000000493>
- [10] T. P. Johnson, "Snowball sampling: Introduction," *Wiley StatsRef: Statistics Reference Online*, 2014. <https://doi.org/10.1002/9781118445112.stat05720>