THE Business Growth of Peddlers in Davao De Oro: A Multiple Case STUDY

Twilla M. Monsanto[1], Emma V. Sagarino, DBM[2]

[1]Primary Author, University of the Immaculate Conception, Davao City
tmjanuary02@gmail.com

[2]University of the Immaculate Conception, Davao City
esagarino@uic.edu.ph

ABSTRACT

The purpose of this qualitative multiple-case study was to explore peddlers' experiences in Davao Oro as they scale their businesses. The three cases were selected using maximum variation sampling, and data were collected through in-depth interviews. Triangulation of the gathered data was done in each case through interviews with family members, employees, and friends of the participants. The data were analyzed using thematic analysis. Interestingly, the peddlers shared their struggles when they were starting their businesses, including meager capital, issues with product quality and condition, and operational disruptions. Despite these difficulties, they were able to grab growth opportunities, and with their dedication and teamwork, these efforts led to business growth, as manifested by asset acquisitions. Moreover, they were able to cope with the struggles through financial management, reflective decision-making, strategic adaptation, and proactive problem-solving. The cases differed significantly in their experiences scaling their businesses. However, they shared common strategies for addressing the challenges they faced.

KEYWORDS: *Business management, business growth, peddlers, multiple case study, Philippines.*

INTRODUCTION

Peddlers often face difficulties in their entrepreneurial endeavors due to social and economic challenges. The peddlers are technically street vendors who move from town to town, carrying goods to sell in public places, and they do not have a permanent physical location. It operates businesses in the community and relies on social networks for growth (Genez & Burner, 2021). The study by Al-Jundi et al. (2020) states that the proliferation of street vendors is a source of conflict among locals, formal sellers, and government authorities, and has the potential to cause violence.

In Ghana, most businesses struggle to operate amid political instability, which leads to policy changes, weak institutional frameworks, and a poor economic climate, all of which are unfavorable to the informal sector and small business growth (Littlewood & Holt, 2017). According to the Green Business Benchmark (2022), the obstacles entrepreneurs face in growing their businesses stem from significant sustainability challenges.

Governments often view peddlers as impediments to their operations (Recio, 2016). According to Recio (2020), in the Philippines, Metro Manila's Baclaran district has established itself as an affordable destination for shoppers seeking inexpensive items. This "bargain hub" attraction has enabled hundreds of informal vendors to thrive on Baclaran streets, leveraging the district's additional responsibilities as a transportation hub and a Filipino Catholic devotional center.

Similarly, street vending is popular in Davao City, as it is in many other large cities in the Philippines and neighboring Southeast Asian nations. The study by Aplaon et al. (2016) states that street vending is gradually spreading throughout Davao City's major roadways. However, their operations are not permanent. The city government permitted them to place their items on the sidewalks as long as they do not distract pedestrians from passing.

Many entrepreneurs and businesses strive for sustainable growth, but doing so can be difficult in a competitive, changing market (Singh, 2023). Business growth is considered an essential aspect of economic growth, employment, competitiveness, and social inclusion (Meressa, 2020; Beriso, 2021). It is regarded as the most important, reliable, and easily accessible indication of how well a business performs (Abera et al., 2019; Meressa, 2020).

The researcher has not come across a multiple-case study that deals with the business growth of peddlers. There are qualitative studies on peddlers' living conditions and socio-economic environment, but very few on business growth. There is also minimal literature about the business growth of peddlers in the Philippines, especially in the local context; hence, there is a need and urgency to conduct the study.

Moreover, the researcher will disseminate the results of this study in 2025 through local and international research forums or conferences. In addition, the findings will be published in a refereed journal, and a copy of the study will be provided in the University of the Immaculate Conception library.

Purpose of the Study. The purpose of this qualitative multiple-case study was to describe the business growth of peddlers in Davao de Oro. It will explore the challenges peddlers face in growing their businesses and the coping strategies they use to address them. This study also aims to scrutinize each vendor's knowledge, abilities, and experiences with key business concerns.

Research Questions

1. What are the experiences of peddlers while scaling their businesses?
2. How do they cope with the challenges and difficulties in scaling the business?
3. What explains the similarities and differences of each case?

Theoretical Lens

This study was based on Barney's Resource-Based View Theory (1991). Understanding the causes of long-term competitive advantage has emerged as a key focus of strategic management inquiry. It investigates the relationship between organizational assets and long-term competitive advantages, assuming that strategic resources are heterogeneously distributed across organizations and that these disparities persist over time. There are four empirical signs of an organization's likelihood of generating long-term competitive advantage: value, rareness, imitability, and substitutability. The model is used to assess the potential of various financial resources for developing sustainable competitive advantages. An examination of the implications of this organizational resource model for long-term competitive advantage across other business disciplines will follow this.

This theory is applicable in this research to determine the business growth of peddlers engaging in entrepreneurship. As Lamb (1984) stated, the resource-based view tends to focus primarily on analyzing opportunities and threats in its environment.

METHODOLOGY

Research Design. This qualitative research study used a multiple case study approach. I conducted a comprehensive assessment of a group of people, which would require a thorough, in-depth collection of data from various sources; thus, a multiple-case study method is the ideal approach. This design enabled an in-depth analysis of the peddlers' business growth. Furthermore, by analyzing data within and across contexts, I was able to identify similarities and contrasts among the cases under study.

A multiple case study is an approach that uses careful, in-depth data collection across multiple sources to examine real-life, existing bounded systems over time; it reports a case description and case themes (Creswell, 2013). Furthermore, multiple case analysis seeks to identify the commonalities and differences across cases (Baxter & Jack, 2008; Stake, 1995). Additionally, the more case studies a scientific journal contains, the less time the researcher spends observing each case study than in a single case.

Moreover, multiple case studies allowed the researcher to look into differences within and between cases. Each case must be carefully selected, as comparisons will be made, allowing the researcher to either forecast contrasting results based on a theory or predict comparable results across cases (Yin, 2003). Furthermore, Yin presents several case studies used either to forecast opposing findings for predictable reasons, to test theoretical replication, or to predict comparable results.

A multiple-case study offers numerous benefits over disadvantages. One main drawback of the design is its cost and time-consuming nature. However, the primary advantage of employing a multiple-case approach is that numerous viewpoints on individuals in question can be obtained (Brink, 2018). In the study by Gustafsson (2017), it is stated that suggestions are more thoroughly grounded in actual evidence; this type of case study is used to create a more persuasive explanation, and it provides strong, dependable data, allowing the researcher to determine the value of the results.

Research Participants. As to the participants of the study, I identified the peddlers in the Province of Davao de Oro as the informants.

The participants are vulnerable since the interview questions might have an emotional impact on them. The statements that the participants find offensive will be carefully examined and taken into consideration. Participants were assured that their responses would be kept strictly confidential, that they could withdraw from the study, and that their identities would remain anonymous.

This study employed maximum variation sampling. Maximum variation sampling involves defining key dimensions of variation and then selecting cases that differ along those dimensions. Patton (2002) asserts that it created high-quality, comprehensive descriptions of each case, which are useful for documenting uniqueness and for identifying essential shared patterns that cut across cases and derive their significance from their emergence from heterogeneity.

Moreover, to ensure maximal variance, researchers include both normal or average cases, organizations, or events, as well as more extreme ones. Nikolopoulou (2022) added that this will allow researchers to investigate a subject from various perspectives, revealing key common patterns that hold across variants.

Further, this study has three participants. To qualify for the study, inclusion and exclusion criteria are set. Participants in this research must be peddlers with 3 years or more of experience in the business. Furthermore, qualified participants include individuals who own, operate, or manage a peddling business to advance its growth. The businesses are already established and operating in the market, specifically in Davao de Oro. It could be a sole proprietorship or a partnership with at least 3 years of operation. Moreover, the participants should be classified as peddlers who sell during market day in any municipality of Davao de Oro.

Specifically, the case units of the study are the following:

Case A – Vegetable Vendor. The first case concerns a peddler engaged in a vegetable business for more than 3 years. The business offers a variety of vegetables in the market.

Case B – Thrift Seller. The second case refers to a peddler who owns a thrift business. The business has been operating for three years and beyond, selling second-hand clothing and footwear.

Case C – Dry Goods Vendor. The third case relates to a peddler selling dry goods. A variety of household wares are available in their store. This business has been operating for more than three years.

Data Sources. In this study, responses from in-depth interviews (IDIs) are the primary data source. To ensure data quality, the interview questionnaire was validated by qualified experts.

To ensure participants' answers were not altered or misunderstood, I recorded their audio responses during in-person interviews. As required by the

Data Privacy Act of 2012, which protects personal information and communication networks, audio recordings, field records, and information notebooks are all kept safe electronically. This will ensure participants' privacy and prevent any interview information from being shared or leaked. Participants' rights will also be explained prior to the interview. In addition, the transcript will be reviewed by my colleague, an expert in this field, prior to data analysis to ensure the data's credibility.

Data Analysis. As a researcher, to better understand the phenomena I am studying, I review and organize recordings of interviews, observation notes, interview transcripts, and other textual materials. The data will be analyzed using the following procedures: cross-case analysis, thematic analysis, transcribing, coding, and categorizing. Furthermore, each instance will be examined independently before similarities and differences are examined. Transcribing data involves translating all of the data into textual form. As the researcher, I will be responsible for double-checking the transcription and reading the data multiple times to ensure accuracy and clarity. According to Caulfied (2019), transcription of recorded data involves transcribing the audio, reading the text, writing preliminary notes, and reviewing the data to become familiar with it. In coding and categorizing data, I will simplify the information by removing irrelevant sentences and expressions from participant responses while ensuring the main points are emphasized. According to Patton (2002), coding and categorizing data involve minimizing raw data, identifying important patterns, drawing meaning from the data, and building a logical sequence of evidence.

Furthermore, to learn about the participants' perspectives, opinions, knowledge, experiences, or values in relation to the study, I will employ thematic analysis. A thorough thematic analysis will yield reliable, accurate results. Thematic analysis, according to Braun and Clarke (2006), is a technique for finding, examining, and summarizing patterns in data.

A cross-case analysis will be used to compare the similarities and differences in the events, processes, and experiences across instances. Cross-case analysis will allow me, as the researcher, to identify the combination of elements that may contribute to the cases' outcomes and to explore possible explanations for their similarities and differences, in order to arrive at conclusions that clearly articulate concepts.

Trustworthiness. To ensure trustworthiness, this study used Lincoln and Guba's (2012) framework, addressing credibility, confirmability, transferability, and dependability. To establish credibility, participants were provided with interview questions in advance, two independent staff members co-analyzed the data to ensure multiple perspectives, and member checks were conducted to verify that the conclusions accurately reflected participants' thoughts (Suter, 2012; Yin, 2003). Confirmability was achieved by minimizing researcher bias through data triangulation, peer consensus, and a detailed audit trail consisting of digital recordings, field notes, and reflective journals (Kortjens & Moser, 2018). While the small qualitative sample size limited statistical generalizability, transferability was supported by purposive sampling and by providing rich, thick descriptions of the context, so readers could assess the findings' applicability to other settings (Suter, 2012). Finally, dependability was maintained through operational transparency—fully documenting data collection steps and eligibility criteria—and having informants validate that the interpretations and recommendations were firmly grounded in the gathered data (Creswell, 2017; Tobin & Begley, 2004).

RESULTS

Similarities and Differences between Cases

In Table 1. The similarities and differences among the three cases are highlighted. These were grouped into two: the experiences and coping strategies in scaling their peddling business

Table 1

Similarities and Differences of Experiences and Coping Strategies of the Challenges in Scaling the Business

Themes on the Experiences and Coping Strategies	**Case Unit**		**Remarks**
	Similar	Different	
Experiences:			
Meager Capital	B and C		Cases B and C sourced their start-up capital from their savings.
		A	Only case A borrowed its start-up capital
Growth Opportunities	A and B		Expanded its services to money lending
		C	Increased its product offerings

Asset Acquisition	A, B, and C		All the cases acquired transportation equipment, and land as an indicator of business growth.
	A and B		Cases A and B facilitated the construction of a new house.
		C	Only case C had its house renovated.
Strategies, Dedication, and Teamwork	A, B, and C		The three cases used promotions such as price discounts and asserted that they were devoted and had strong customer relationships.
		C	Case C involves teamwork between a husband and wife in managing their business.
Issues with Product Quality and Condition	A, B, and C		The three peddlers revealed experiencing the risk of receiving goods of poor quality.
		A	Case A disclosed the biggest loss of Four Hundred Thousand Pesos due to rotten onions.
Operational Disruption	A and C		Cases A and C disclosed their financial struggle during the pandemic when selling restrictions were implemented.
		B	Case B expressed their dilemma on rainy days when their goods were typically drenched in floods.
Coping Strategies:			
Financial Management	A, B, and C		All the cases claimed to have a fast turnover of capital by selling quick-moving commodities and implementing economic strategies.
Reflective Decision Making and Strategic Adaptation	A, B, and C		The three peddlers unanimously disclosed that their adverse experiences had led them to exercise greater caution in their decision-making. Consequently, more appropriate strategies are implemented.
Proactive Problem Solving	A, B, and C		A positive perspective is evident among the three peddlers. Hence, they focus on solving the problems rather than the issue.

Experiences on Scaling Their Business. As for meager capital, cases B and C use their savings as their start-up capital. Case A borrowed money from a lending institution for his initial capital. He was able to scale his business while cautiously maintaining the expenditure in order to cover their expenses and add the remaining profit to the capital, as he mentioned:

> *Grabe kapait akong na agian. Kanang akong kumprada sa una nga tresmil raman to na inutang, ako gyud syang gibali-gibali gyud [. . .] kay ang ako ra bang kapital bayronon ra ba kada semana [. . .] Ginakuhaan ra na nako gamay sa akong expenses [. . .] ang ginansya nako nga uban ana gina ginadugang-ginadungag gyud na sya aron magdako siya. Di gyud ko magpataka ug gasto ug pamalit, control gyud sa expenses para mo dako gyud ang income kada semana. (C1-Q1.1)*
>
> My experience was really hard. I only have 3,000 pesos, which I borrowed. It was a rolling capital for my business, since I had to pay it weekly [. . .] I only get the expenses [. . .]; some of it is added as additional capital to grow my business. I had to be cautious with spending and avoid buying impulsively to keep expenses under control. The goal is that my income will grow weekly.

Regarding growth opportunities, cases A and B expanded their businesses by offering a money-lending service. On the other hand, case C increases her product offering and now offers a wholesale price to the market. Case A had an outstanding undertaking regarding growth opportunities. Through his perseverance in growing his business, opportunities came naturally, as he shared:

> *Nakapalit kog yuta, nakapabalay, nakapalit ug sakyanan na gamit namo sa negosyo, nakapa-interest pud ug kwarta ug naga kuha sad ug prenda nga kalubinhan tapos dungag nga kapital sa negosyo tungod lang sa among gisaligan nga negosyo. (C1-Q1.6)*
>
> I bought a piece of land, built our house, bought a car for the business, lent money to people at interest, accepted a coconut farm as collateral and additional capital for my business, all because of this peddling business.

As for acquiring assets, it is not at all impossible for participants to do so solely because of this peddling business. Cases A and B were able to build their new houses, while Case C had its house renovated, all because of how well they managed their businesses. Case B proclaimed:

> *Permero, rolling-rolling pa man ang kapital [. . .] sa pagka karon nakapalit na ug sakyanan ug nakapabalay ug hinay-hinay, nakapalit me ug gamay na luna, nagbabuyan para additional income, naga pa pursyento gamay ug kwarta tungod lang pud anang sa negosyo. (C2-Q1.3)*
>
> At first, it was a rolling capital [. . .]. As of now, we can buy a transport car for the business, and little by little, we are building our house, buying some land, buying livestock for additional income, and lending money with interest, all because of this business.

The participants had their strategies, dedication, and teamwork in managing their business. The three cases used pricing strategies such as price discounts and asserted that they were devoted to their customers and had strong customer relations. Relationships are teamwork between husband and wife in managing their business. As case C shared:

> *Magtinabangay gyud me sa akong bana labi na sa mga strategy sa among negosyo ug sa mga desiyon. (C3-Q1.9-PQ1)*
>
> As a couple, we work together to decide on our business-related strategies and decisions.

Regarding product quality and condition, participants reported the risk of receiving goods of poor quality. Case A disclosed the biggest loss of Four Hundred Thousand Pesos due to rotten onions, as he divulged:

> *Naa koy amigo nga suod gihapon [. . .] ingon siya naa syay bombay sa Nueva Ecija [. . .] mao ni presyo [. . .]. Nahagit ko kay syempre murag biglang yaman na siguro ta ani [. . .] Ingon ko, paloadi ko ug isa ka container van [. . .] mga 300-600 ka sako [. . .] nalugi ko ug 400,000 ato kay ang sakit sa bombay pag bag-ong harvest pa unya inig sulod sa container van magsingot ug malata. (C1-Q1.4)*
>
> I had a friend who is also close to me [. . .] He said he has onions in Nueva Ecija [. . .] This is the price [. . .]. I was convinced; I felt like I would hit the jackpot [. . .] I requested loading one container van [. . .] with around 300-600 sacks [. . .] I lost 400,000 because when onions are newly harvested and loaded into the container van, they tend to absorb moisture, which causes them to rot.

The participants also faced operational disruptions, such as natural phenomena that may hamper their business activities and unforeseen circumstances that led to losses, resulting in poor profits. Cases A and C disclosed their financial struggles during the pandemic, when selling restrictions were implemented. Case B also expressed his dilemma on rainy days when the goods were typically drenched in floods, as he shared:

> *Parte sa byahe-byahe [. . .] naay…hon na pagsugod pa lang nimo dira sa area mo, bundak , mobundak ang ulan [...lay kusog kaayo,o ang hangin maglamba-lamba ang tulda. Mga basa ang stocks. Manlaba na pud ug balik. (C2-Q1.5)*
>
> When transporting to another location, it rains heavily, and when we display the stocks, strong winds blow our tent, soaking the stocks. We need to wash it again.

Coping Strategies on the Challenges of Their Experience. Peddlers faced various challenges in managing their businesses. One of the dilemmas they face is dealing with damage or poor-quality products, which often result in losses. Despite these challenges, they addressed this concern by implementing strategies to recover their losses and manage their finances.

As to financial management, all the cases claimed to have a fast turnover of capital by selling quick-moving commodities and implementing economical strategies. Case A had an outstanding initiative in relation to managing finances, as he said:

> *Ako ra pud gi diskarte aron maka ginansya ko kung kana ba nga items kung akong kumprahon maginansyahan ba nako [. . .] dili ko magpataka ug kumpra unya inig abot didto sa kanang areaha ibagsak ra then wala na pud koy ginansya. (C1-Q1)*
>
> I strategized to make a profit. When I purchase those items, will they be profitable? [. . .] I do not purchase products that are not salable in that certain area, and it will not make any profit.

The three cases unanimously disclosed that their adverse experiences had led them to exercise greater caution in their decision-making. Consequently, more appropriate strategies are implemented. Case B expresses his view in reflective decision-making and strategic adaptation of ideas that would help to cope with the challenges, as he stated:

> *Tungod pud sa akoang experiences, didto ra pud nako gina base akong desisyon sa negosyo. Ug moabot ang stocks dapat dili dugayon dayon. Paspasan ug display kay ug dunganon man gud posibilidad hinay ang rolling sa kwarta ug naa pud biyay customer mangita ug bag-o. (C2-Q2.2)*
>
> I apply it based on my experience in this business. When the stock arrives, I do not delay in displaying the new items because it may take a long time to roll the capital, and some customers want to have the new stock.

A positive perspective is evident among the three peddlers. Hence, they focus on proactively solving problems rather than the issue. Case C shared her thoughts about coping with the difficulties, as she says:

> *Sa hinay-hinay padayon gihapon. Amo na lang gina huna-huna na mabawi ra ang losing pagka sunod adlaw. (C3-Q2.3)*
>
> By just continuing to do business and thinking that we can cope with our losses the next day.

DISCUSSION

Experiences on Scaling their Business. On the framework of meager capital as a theme, case A, unlike the other cases, is the only participant that borrowed money as start-up capital. Case A started from scratch by borrowing his capital from a lending institution and working hard to establish his business. Consequently, through his hard work and perseverance, he was able to pull himself up and establish his peddling business. In these cases, the informants' use of loans is comparable to that reported in a study by Baradwaj et al. (2015), which found that obtaining a loan for small enterprises is a way business owners can promote entrepreneurial activity.

In the growth opportunity, cases A and B expanded their services to include money lending, while case C increased its product offering to cater to retail and wholesale prices. All cases demonstrated a strategic approach to diversifying their earnings for a long-term benefit. This aligns with the claims of Tehseen and Sajilan (2016) that businesses' growth strategies will lead to long-term benefits, such as improved performance, higher earnings, more staff, and expanded activities.

On the theme of asset acquisition, in many years of hustling and grinding, peddlers have now acquired transportation equipment for their business and land for revenue- generating assets. Cases A and B had also constructed residential houses, while case C had its house renovated. These are the results of being economical and strategic in managing their finances and in their commitment to their business. The study by Romero et al. (2024) was consistent with the challenges faced by street vendors, focusing on their long-term business strategies and coping mechanisms. One key finding is that, despite limited funds, vendors gradually invest in revenue-generating assets, such as jeepneys and other modes of transportation, to enhance business operations and attract more customers.

In terms of strategy, dedication, and teamwork, the three cases claimed to be loyal and to have good customer relations. They had emphasized the importance of building rapport with customers and attracting new and repeat buyers through incentives such as price discounts. Case C involves teamwork between a husband and wife in managing their business. They believe that teamwork is essential for making effective business decisions and strategies. These businesses' overall development and loyalty are likely influenced by strong internal cooperation, such as that seen in Case C, a steadfast dedication to fostering client relationships, and the efficient use of offers. This indicates that businesses with a strong emphasis on both internal cooperation and external client interactions are more likely to see sustained success. The study by Muzumdar and Kurian (2021) examines how client orientation can promote repurchases, thereby fostering customer loyalty. The results are consistent with the theory that consumers' annual income, product variety, long customer lines, and sales people's listening abilities were the main predictors of customer loyalty.

Regarding issues with product quality and condition, peddlers reported the risk of receiving goods of poor quality. Case A disclosed the largest loss of 400,000 pesos due to rotten onions. He recalled how his wife wept over the risk he took that resulted in a significant loss and how he survived for four months just to recover from the loss. On the other hand, case B received a poor-quality thrifted bundle, as it was a policy that they could not choose the exact quality of the items inside. In contrast, case C resulted in a damaged item due to handling during transportation and the product's expiration. Due to the poor quality and damage of items received from the supplier, peddlers dispose of the remaining stock that can still be used at a much lower price without compromising customer satisfaction, since they value service quality by ensuring they deliver a quality product at a reasonable price to valued customers. Peddlers are far more financially vulnerable due to unreliable product quality, underscoring the need for stronger supplier accountability and support systems to reduce risk and ensure service and product quality, as well as reasonable selling prices for customers, for sustainable business growth. This aligns with Ardani and Wanarshi's (2024) study, which found that selling price, service quality, and product quality had a favorable and significant impact on consumer happiness. While service quality is the most significant of the three, all three contribute to increased customer satisfaction. According to the study's findings, businesses should focus on these three factors to increase customer satisfaction and maintain customer loyalty.

The sixth theme that emerges is operational disruption, as cases A and C disclosed their financial struggles during the pandemic, when selling restrictions were implemented. To meet their needs during the pandemic, they chose to cultivate the land and to use the businesses they acquired from their peddling business as additional sources of income. However, because it was completely restricted at the time, they had to reevaluate their business survival strategies. In the case of B, they expressed their dilemma on rainy days, when their goods were typically drenched by flooding, resulting in additional laundry expenses. The informal economic position of peddlers and their limited access to government support networks make them particularly vulnerable to public health emergencies and environmental disasters. Peddlers have shown their adaptability and the fragility of their financial foundations by turning to alternative sources of income when lockdowns temporarily forced them to stop earning a living. Likewise, it illustrates how unpredictable weather can cause financial hardships for peddlers who lack sufficient infrastructure. This is consistent with the study by Thanh et al. (2022), which found that the pandemic had a significant impact on them. The majority of sellers lacked coping mechanisms to keep their firms afloat. To guarantee their consumption, they resorted to a variety of mitigating measures. They had to implement several informal mitigation strategies because they could not obtain formal ones, but these strategies did not seem sufficient. Additionally, in Kaium and Pamela's (2017) research, these individuals face the hardships of nature while operating their businesses. Since they sell a variety of perishable and nonperishable goods in public or along sidewalks, heavy rain becomes a curse for these folks. Rainy days are bad for most street vendors. Due to the heavy rain, those whose incomes fluctuate suffer more.

Coping Strategies on the Challenges of their Experience. Regarding financial management, all the cases claimed to have a fast turnover of capital by selling quick-moving commodities and implementing cost-effective strategies such as discounted promos. Cases B and C shared that promotions and discounts are unique to help the business stand out from competitors. Furthermore, peddlers chose products that are salable in a certain area and offer the market a reasonable price. This approach is likely to secure returns and a quick turnover of capital. Peddlers' financial management strategy demonstrates the adaptable, innovative thinking required to sustain small, informal businesses. By focusing on popular products and using cost-effective strategies like area-specific product selection and discounts, the peddlers demonstrate a grasp of market demand and pricing sensitivity. This is also in line with the study by Groot &Musters (2005), which found that a promotion strategy based on prior sales data can meet these criteria. Promotions are more effective when they have fewer competitors than the average.

In the theme of reflective decision-making and strategic adaptation, all the peddlers admitted that their difficult experiences had made them more cautious in their decision- making and strategy. Case B mentioned that, in dealing with the business's difficulties, he drew on his experience and turned it into an advantage by reflecting on and weighing his decisions before applying. This practice had helped him to narrow down the chances of failure. Peddlers can adjust their approach by anticipating potential barriers. This approach not only enhances problem-solving skills but also fosters a more robust, flexible mindset for dealing with challenges and difficulties in the business. This parallels the study by Carel et al. (2024) on street vendors who have demonstrated incredible fortitude, adaptability, and inventiveness in the face of operational challenges and economic turbulence. Their ability to improve their business practices, make the most of their limited resources, and look for assistance from informal networks demonstrates their capacity to manage and overcome adversity. To manage economic concerns, participants demonstrated how to adapt to changing market conditions, use social networks for support, and employ adaptive coping strategies. the three peddlers. Hence, they focus on solving the problems rather than the issue.

The peddlers can easily cope with the challenges and difficulties of the business. As cases A and B mentioned, dealing with business problems is natural; you just have to face and overcome them. They added that problems will not last long; just do what you need to do to cope with those difficulties. This way of thinking, in which peddlers concentrate on doable steps to overcome obstacles rather than dwelling on failures, demonstrates a high degree of emotional intelligence and self-efficacy. They maintain their enterprises and improve their long-term survival in the informal sector by normalizing hardship and responding to it with resilience and strategic coping. Such resilience is particularly important in circumstances with limited institutional support structures and unexpected and resource-constrained situations.

Confirmation of Theory. The study's findings align with Barney's Resource-Based View Theory, as peddlers understood long-term competitive advantage as a key focus of strategic management inquiry. It assesses the potential of various financial resources to enable peddlers to develop sustainable competitive advantages. It will also determine the business growth of peddlers engaging in entrepreneurship.

REFERENCES

Abera, G., Ali, M., & Girma, H. (2019). Firm growth and its determinants of micro and small scale manufacturing enterprises in selected towns of Jimma Zone. *Horn of African Journal of Business and Economics (HAJBE), 2(2), 397–447.*

Al-Jundi, S. A., Ali, M., Latan, H., & Al-Janabi, H. A. (2020). The effect of poverty on street vending through sequential mediations of education, immigration, and unemployment. *Sustainable Cities and Society, 62*, Article 102316. https://doi.org/10.1016/j.scs.2020.102316

Aplaon, M. R., Paguio, E. A., & San Jose, A. E. (2016). Money utilization and accounting practices among street vendors of Davao city. *International Journal of Development and Sustainability*, 5(5), 233–243.

Ardani, A. K., & Winarsih. (2024). The influence of selling price, service quality and product quality on consumer satisfaction (Case study at the Mirah Grocery Store, at Purwodadi City). *JMB Preneur: Jurnal Manajemen, Bisnis, Dan Kewirausahaan, 4*(2), 54–69. (*Note: Cited in-text as Ardani & Wanarshi)*

Baradwaj, B., Dewally, M., & Shao, Y. (2015). Does securitization support entrepreneurial activity? *Journal of Financial Services Research, 47*(1), 1–25. https://doi.org/10.1007/s10693-013-0175-1

Barney, J. B. (1991). Firm resources and sustained competitive advantage. *Journal of Management, 17*(1), 99–120. https://doi.org/10.1177/014920639101700108

Baxter, P., & Jack, S. (2008). Qualitative case study methodology: Study design and implementation for novice researchers. *The Qualitative Report, 13*(4), 544–559.

Beriso, B. S. (2021). Determinants of economic achievement for women entrepreneurs in Ethiopia. *Journal of Innovation and Entrepreneurship, 10*(1). https://doi.org/10.1186/s13731-020-00141-5

Braun, V., & Clarke, V. (2006). Using thematic analysis in psychology. *Qualitative Research in Psychology, 3*(2), 77–101. https://doi.org/10.1191/1478088706qp063oa

Brink, R. (2018). A multiple case design for the investigation of information management processes for work-integrated learning. *International Journal of Work-Integrated Learning, 19*(3), 223–235.

Carel, M. S. A., Maraya, B. F. K., & Torreros, M. (2024). A phenomenological study of street vending in downtown area, Tacloban City. *International Journal of Social Science and Human Research, 7*(10). https://doi.org/10.47191/ijsshr/v7-i10-11 (*Note: Duplicated in original reference list*)

Caulfield, J. (2019). *How to do thematic analysis*. Scribbr. https://www.scribbr.com/methodology/thematic-analysis/ (*Note: Misspelled as Claufied in-text)*

Creswell, J. W. (2013). *Qualitative inquiry and research design: Choosing among five approaches (*3rd ed*.)*. SAGE Publications.

Creswell, J. W. (2017). *Research design: Qualitative, quantitative and mixed methods approaches (*5th ed.). SAGE Publications. *(Note: Text also references a 2013 version which was omitted from the reference list)*

Genez, G., &Berner, E. (2021). *[Title/Publication data missing from original document]. (Note: Cited in-text as Genez & Burner)* https://doi.org/10.1016/j.physa.2004.11.010

Gustafsson, J. (2017). *Single case studies versus multiple case studies: A comparative study* (Independent thesis). Halmstad University, Sweden. (*Note: Misspelled as Gustaffson in-text*)

Kaium, [Initials missing], &Pamela, [Initials missing]. (2017). [*Full reference entry missing from original document; cited in Discussion*].

Kortjens, I., & Moser, A. (2018). Series: Practical guidance to qualitative research. Part 4: Trustworthiness and publishing. *European Journal of General Practice, 24*(1), 120–124. https://doi.org/10.1080/13814788.2017.1375092 (*Note: Misspelled as Kortjens in-text*)

Lamb, [Initials missing]. (1984). [*Full reference entry missing from original*

document; cited in Theoretical Underpinnings].
Lincoln, Y. S., & Guba, E. G. (2012). [*Full reference entry missing from original document; cited in Trustworthiness*].
Littlewood, D., & Holt, D. (2018). Social enterprise resilience in sub‐Saharan Africa. *Business Strategy & Development, 1*(1), 53–63. https://doi.org/10.1002/bsd2.11 (*Note: Cited in-text as 2017*)
Meressa, H. A. (2020). Growth of micro and small scale enterprises and its driving factors: Empirical evidence from entrepreneurs in emerging region of Ethiopia. *Journal of Innovation and Entrepreneurship, 9*(1). https://doi.org/10.1186/s13731-020-00121-9
Muzumdar, P., & Kurian, G. (2021). *Empirical study to explore the influence of salesperson's customer orientation on customer loyalty* (Repository ID: arXiv:2103.01220). arXiv. https://arxiv.org/abs/2103.01220
Nikolopoulou, K. (2022). *What is purposive sampling? | Definition & examples*. Scribbr. https://www.scribbr.com/methodology/purposive-sampling/
Patton, M. Q. (2002). *Qualitative research and evaluation methods* (3rd ed.). SAGE Publications.
Recio, R. B. (2016). Evictions and urban socio-spatial relations: Evidence from a Southeast Asian metropolitan area. In *Refereed Proceedings of TASA 2016 Conference* (p. 292).
Recio, R. B. (2020). Street entanglements: Contestation, collaboration, and co-optation in Manila's informal vending spaces. *Journal of Urban Affairs*, 1–19. https://doi.org/10.1080/07352166.2020.1798242
Romero, [Initials missing], et al. (2024). [*Full reference entry missing from original document; cited in Discussion*].
Singh, V. (2023, August 9). *5 key principles for sustainable business growth*. LinkedIn.https://www.linkedin.com/pulse/5-key-principles-sustainable-business-growth-vivek-singh
Stake, R. E. (1995). [*Full reference entry missing from original document; cited in Research Design*].
Suter, W. N. (2012). Qualitative data, analysis, and design. In *Introduction to educational research: A critical thinking approach* (pp. 342–386). SAGE Publications. https://www.doi.org/10.4135/9781483384443
Tehseen, S., & Sajilan, S. (2016). Impact of innovative practices on business growth under the moderating impacts of culture - A conceptual model. *Review of Integrative Business and Economics Research, 5*(2), 28–46.
Thanh, [Initials missing], et al. (2022). [*Full reference entry missing from original document; cited in Discussion*].
Tobin, G. A., & Begley, C. M. (2004). Methodological rigour within a

qualitative framework. *Journal of Advanced Nursing, 48*(4), 388–396. https://doi.org/10.1111/j.1365-2648.2004.03207.x

Yin, R. K. (2003). *Case study research: Design and methods* (3rd ed.). SAGE Publications. (*Note: Reference list groups multiple publication years together incorrectly; 2003 aligns with the specific text citations).*