

STRATEGY Types and Business Performance of Homegrown Coffee Shops in Tagum City: A Correlational STUDY

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ABSTRACT

The study aimed to determine the relationship between strategy types and business performance among local homegrown coffee shops in Tagum City. A descriptive correlational design was used in the study, with 60 purposely chosen managers/supervisors/owners of local homegrown coffee shops in the city as respondents. Mean, Standard Deviation, and Spearman rho were the statistical tools used to analyze the study results. Results showed that the level of strategy types implemented is very high, indicating that they are consistently manifested among the respondents. Moreover, the level of business performance is also very high, attesting to the outstanding performance of local homegrown coffee shops. Furthermore, strategy types were found to be significantly related to business performance.

KEYWORDS: *business management, strategy types, business performance, local homegrown coffee shops, Philippines.*

INTRODUCTION

Optimizing business performance, particularly in terms of profits, is a primary objective for business firms to remain competitive (Stojčić & Vojvodić, 2015; Dirman, 2020). The same goes for coffee shops around the world. However, coffee shops faced various challenges that could affect their business performance (Peluso, 2023). As per the Global Coffee Platform (2021), increased competition has been observed among businesses offering coffee products, as there are already too many coffee shops vying for a significant share of a limited market. This demands coffee shops to innovate and differentiate their products more from others'; otherwise, other coffee shops might overtake

those who avoided innovation in terms of various factors such as market positioning and brewing practices.

Further, coffee shops face pressure to transform digitally, reshaping how they interact with the product and consumers by integrating digital practices and online platforms to reach more customers and increase profits (Karuri, 2020). Wang and Lin (2022) added that the increasing demand for coffee worldwide also strains resources and creates logistical and infrastructure challenges, which may lead to price volatility, potential shortages of raw materials, and bottlenecks, all of which are crucial determinants of coffee shops' business performance.

In other words, business performance for coffee shops is crucial for continually developing the business and for creating more sustainable jobs for employees (Poernomo et al., 2019). Coffee shops also fell under the Micro, Small, and Medium Enterprises (MSMEs) category, which are key drivers of any country's economy (Hilaluzzaman & Tricahyono, 2022). Indeed, the United Nations (2024) reported that MSMEs such as coffee shops are confirmed to be the catalyst for employment globally, the creation of entrepreneurship, and decent jobs for everyone, especially the youth, women, and groups belonging to vulnerable sectors.

In this regard, only a few studies have posited an association between strategy types and business performance. For instance, Susanto et al. (2023) found a positive and significant relationship between prospector orientation and business performance, suggesting that firms that engage in innovation and risk-taking are better positioned to seize favorable opportunities. However, contrasting evidence from Anwar and Hasnu (2017a) suggests that firms with analyzer or defender orientations, which emphasize stability and controlled risk, tend to outperform those with prospector strategies in enhancing business performance. Supporting this, Anwar and Hasnu (2017b) noted that firms employing reactor strategies, characterized by reactive responses and minimal risk-taking, tend to achieve only moderate performance improvements. Overall, while prospector strategies can drive opportunity-driven success, analyzer and defender orientations may deliver more consistent, superior outcomes through balanced risk management and strategic stability.

Previous studies about the business performance of coffee shops have already been explored by other scholars. For instance, studies by Salim et al. (2024) and Grossman and Rachachim (2024) investigated the performance of

coffee shops in pre- and post-pandemic settings. Other studies ventured only on the challenges of coffee shops and how the culture of business enterprises affects the community at large (Bilen et al., 2023; Peluso, 2023). Some studies, such as those of Aleganad et al. (2024) and Gates (2024), even investigated the strategies behind a flourishing coffee shop in other countries in both qualitative and quantitative methods.

Despite the rich discussion of coffee shops in the international landscape, the existing literature offers scant research on the strategy types employed by the top management of local, homegrown coffee shops and their relationship to business performance. Previous studies failed to account for this gap due to the lack of similar studies in the Philippines, the underexplored nature of strategy typologies within the body of knowledge, and the dearth of literature pertinent to local homegrown coffee shops.

As such, the findings of this study are anticipated to have an impact on the community of scholars and local homegrown coffee shops, contributing to the United Nations Sustainable Development Goals [UN SDG], specifically SDG no. 8: Decent Work and Economic Growth. As such, the study will be disseminated through several channels to reach a broad audience. First, the results will be presented at local, national, and international research conferences to engage scholars and practitioners in the field. Additionally, the study will be submitted for publication in a peer-reviewed academic journal focusing on retail management and marketing strategies. Copies of the research report will also be shared with local government agencies and coffee shop associations in Tagum City to inform policy and practice. Finally, a summary of the findings will be made available on social media platforms and the university's website to reach a wider public.

This study aimed to ascertain the relationship between strategy types and business performance as perceived by the owners and supervisors of local homegrown coffee shops in Tagum City. Specifically, it sought answers to the following question: First, what are the levels of the strategy types implemented by coffee shop management in Tagum City in terms of prospector, defender/analyzer, and reactor orientations? Second, what is the level of business performance of local homegrown coffee shops in Tagum City, as rated by owners/managers/supervisors in terms of financial performance, and in-house performance? Third, is there a significant relationship between strategy types and the business performance of local homegrown coffee shops in Tagum City?

Research Design. This research employed quantitative methods, specifically a descriptive correlational design. Quantitative research focuses on the objective analysis of a social phenomenon by measuring quantifiable variables, unlike non-quantitative research. On the one hand, Lim (2024) described quantitative studies as having a variety of functions, including testing hypotheses, making predictions, and inferring causality. On the other hand, Houser (2008) noted that descriptive designs focus on describing events, individuals, or conditions by investigating them in their natural settings. In this design, no noted manipulation of the variables is done. Instead, one is only after the description of the variables or the sample being studied. As noted by Stangor and Walling (2014) and Grove et al. (2012), this design demonstrates flexibility, as it can describe one or more variables simultaneously. In this study, quantitative research was used to understand the social phenomena of strategy types and the business performance of coffee shops, as these variables were measured and analyzed numerically. Also, a descriptive design was used, as this research study described the levels of variables, such as strategy types and business performance, observed among the management of coffee shops.

A correlational study, as discussed by Devi et al. (2022), is a study design used to determine and describe relationships among variables. It is a non-experimental research study in which variables are not manipulated but are only correlated within a single group at several levels. In this study, a correlational design was used to examine the possible relationship between the variables, namely, strategy types and the business performance of coffee shop managers in Tagum City.

Research Locale. This research was conducted in the city of Tagum, Davao del Norte, Philippines. Davao del Norte is situated in the Davao Region, occupying the southeastern section of Mindanao, the second-largest island in the Philippines. In particular, the study focused on homegrown coffee shops in the said city. This was because the city was said to host a vibrant and healthy ecosystem of coffee shops. The study addressed a significant gap in the current literature and contributed valuable insights to both academic research and local coffee shop practices, relevant to the strategy types and business performance these enterprises manifest.

Research Respondents. The respondents for this research were 60

owners, managers, or supervisors representing the management of local homegrown coffee shops in Tagum City. Total enumeration was used as the sampling method, in line with the study's objectives, which were to test the relationship between the study variables. The criteria for inclusion of respondents for this study were the following: they must either be the owner or the supervisor of the enterprise; they must be overseeing or managing the local homegrown coffee shops in Tagum City for at least one year; and they must have in-depth knowledge about how they strategize for their enterprise, as well as the status of their business performance. The franchised coffee shops were excluded from the study, particularly in the surveys.

Research Instruments. The survey instruments utilized in this study were adapted. Specifically, a five-point Likert scale was used, ranging from 1 (very low) to 5 (very high). These adapted instruments underwent content validation by experts to ensure the scales' validity.

The adapted survey questionnaire consisted of only three parts. The first part measured respondents' strategy types, using items adapted from Moore (2005). It has three indicators: prospector orientation (six items), defender/analyzer orientation (six items), and reactor orientation (two items). The instrument has a Cronbach's alpha of 0.76 - 0.79, which is considered acceptable. The second part assessed business performance through the respondents' lens, drawing on Öztürk (2017). It has two indicators: financial performance and in-house performance, each with only three items. This instrument has a Cronbach's alpha of 0.813.

Data Collection. The researcher first sought endorsement from the Dean of Graduate Studies of the University of the Immaculate Concepcion (UIC) in conjunction with securing the ethical clearance given by the UIC-Research Ethics Committee office (UIC-REC). Permission was obtained afterward from the owners of local homegrown coffee shops via a formal letter.

Then, the written consent was obtained from each willing respondent. Hence, the informed consent form (ICF) was personally distributed by the researcher to selected respondents, providing an orientation on the study's purpose, its social value, procedures, discomforts, potential risks, and benefits. Respondents were politely asked to sign the consent form if they decided to participate, and they were also informed of their right to withdraw consent at any time without needing to provide justification. Copies of the consent form were

distributed in person to the owners and supervisors of local homegrown coffee shops after obtaining approval from relevant authorities.

The survey lasted for one month, specifically in March 2025. Before the survey began, the respondents were informed of their right to withdraw and empowered to do so. This means they could withdraw from the surveys without incurring any penalties or other consequences. They were also given the chance to ask questions about the study.

Given that research endeavors were anticipated to entail varying levels of risk to respondents, the researcher ensured their well-being through the following measures. Concerns about the lack of confidentiality of respondents' information and data were addressed in accordance with the Data Privacy Act of 2012. Thus, the researcher ensured that the research data would be carefully and discreetly coded, stored, and disposed of three years after the study was completed. Results would also be shared honestly through research presentations and publications, without openly citing any specific respondents by name. There was also no risk of answering several questionnaires and items, since the validated survey questionnaire of the study consisted only of a very few items. Possible inconvenience to respondents' schedules was avoided by asking respondents for their preferred free time for surveys and following it.

The survey questionnaires were completed by the respondents in 10 minutes, and the researcher collected them on the same day. To ensure confidentiality, all personal data and survey responses would be kept confidential and anonymous. Quantitative data were retrieved, encoded, analyzed, and interpreted in accordance with the study's objectives.

Statistical Tools. The following statistical tool is used in the data analysis in this study: Mean. It was used to measure the level of strategy types and business performance as perceived by the respondents of the study. Standard Deviation. It was used to calculate the dispersion of a data set relative to the means of strategy type and business performance as perceived by the study respondents. Spearman Rho. In this study, it was used to calculate the significance of the relationship between strategy types and business performance.

Ethical Statement

The researcher ensured that respondents' well-being was protected throughout this study. In relation to this, this paper was submitted to UIC-REC for the evaluation of its ethical soundness, centering on the 10 tenets, namely: social value; informed consent; vulnerability of the research respondents; risks, benefits, and safety; privacy and confidentiality; justice; transparency; adequacy of facilities; qualification of the researcher; and community involvement. In April 2025, ethical clearance was secured for this study under protocol code GS-ER-03-25-0256.

The researcher was open to feedback, suggestions, and recommendations from the technical panel members, the UIC-REC, and her thesis adviser, all of which contributed to improving the study. The researcher is also a degree holder who has undertaken prior research prior to conceptualizing and proposing this study. The researcher actively sought guidance, particularly from her adviser, whose expertise was highly respected due to her extensive field experience. The adviser held a PhD and was a professor at the University of the Immaculate Conception. Additionally, the adviser was always available to provide valuable support to the researcher throughout the study. The researcher could easily reach the adviser through email, messenger, or phone for any inquiries.

The researcher ensured that all necessary facilities were available and sufficient for conducting the study. Graduate students at their university had remote access to the UIC Library and other resources, including ProQuest, the e-library, Sage, ERIC, and Gale Databases, which facilitated the development of the study's literature review and research using peer-reviewed sources.

RESULTS and DISCUSSION

Notably, in Table 1, the very high result indicates that the level of strategy types implemented by the coffee shop management in Tagum City is consistently high, with a 4.33 overall mean and a .38 standard deviation, indicating that all items are homogeneous. The result implies that local homegrown coffee shops consistently apply strategic approaches in their operations, demonstrating a strong commitment to intentional planning and goal-driven actions that enhance competitiveness, customer satisfaction, and sustainable business growth.

This finding supports the study by Prasetyo et al. (2023), which found

that coffee shops more often participate in strategic planning for the greater good of the business, indicating that leading and performing coffee shops engaged more in strategic thinking than those that did not. Similarly, Balacy (2023) pointed out the prevalence of using strategies among coffee shops through optimizing one’s products, price, and location to attract and retain customers.

It also corroborates the idea of Rosal and Magpantay (2023) that strategic decisions are integral to café businesses, as they determine the success of the business enterprise as a whole. Thus, it was argued that strategies should be geared towards customers' preferences and sensibilities to ensure a business performs well. Additionally, De Jesus and Santigao (2022) reported the extensive implementation of strategic thinking to help food and beverage SMEs in the Philippines flourish in the economy.

Moreover, Sollosy et al. (2019) confirmed that organizations use a variety of strategies, including defender, analyzer, prospector, and reactor orientations, which mirror the firms’ general ability to balance exploration and exploitation. By using these strategies, organizations achieve positive performance outcomes. Haj Youssef and Christodolou (2017) added that strategic orientations are heavily influenced by managerial discretion across firms. This indicates that strategic decision-making is largely hinged on managers' discretion across organizations, linking strategy types to the roles of cultural and institutional contexts in strategic decision-making.

Table 1
Level of Strategy Types Implemented by Coffee Shop Management in Tagum City

	Mean	SD	Description
Prospector Orientation			
1. Being an innovation leader in the coffee shop industry.	4.32	.77	Very High
2. frequently moving into new markets.	4.35	.71	Very High
3. being known for being “first” in the industry for developing new ways to operate a coffee shop.	4.38	.67	Very High
4. not mind risking profits for developing new stores/formats.	4.37	.74	Very High
5. being a leader in developing new ways to operate a coffee shop	4.62	.58	Very High
6. continuously adopting new technology	4.02	.89	High

Category Mean	4.34	.39	Very High
Defender/Analyzer Orientation			
1. maintaining a safe niche using a traditional store format.	4.37	.71	Very High
2. sticking with the current store type (format).	4.37	.66	Very High
3. concentrating on improving the current ways of operating the coffee shop than developing new methods.	4.22	.76	Very High
4. researching only on trends that impact our business directly	4.22	.85	Very High
5. adopting industry innovations only after lengthy consideration.	4.28	.69	Very High
6. focusing first on serving current customers and second on capturing new customers	4.43	.62	Very High
Category Mean	4.26	.40	Very High
Reactor Orientation			
1. always taking advantage of industry trends.	4.43	.65	Very High
2. being known for frequently taking risks.	4.35	.68	Very High
Category Mean	4.39	.59	Very High
Overall Mean	4.33	.38	Very High

Level of the Business Performance. A remarkable result in Table 2 shows outstanding business performance, as perceived by local homegrown coffee shops in Tagum City, with an overall mean of 4.27 and a standard deviation of 0.46. This implies that local homegrown coffee shops in Tagum City are performing at an outstanding level, reflecting their ability to consistently deliver high customer satisfaction, maintain strong financial outcomes, and optimize operational processes—positioning them as competitive and resilient players in the local market.

The finding affirms Mabeza's (2024) view that business performance is evident when local coffee shops combine several factors that enhance service quality, including regular staff training and ongoing strategic thinking. Thus, business performance also becomes apparent when business enterprises such as these establish a strong financial position and operational efficiency. This view is also similar to Capalla (2022), who opined that business performance is heavily reflected in key indicators such as production and operations and profitability.

This finding is similar to that of Costa and Silva (2017), which

highlighted that the impressive business performance of coffee shops is mainly attributed to the revenues generated by their established reputations and customer bases. Besides, healthy management and solid financial management practices were among the other factors contributing to excellent business performance. In addition, Martinez and Lopez (2020) argued that in the coffee shop business, a combination of brand development, strategic focus on higher sales growth, and consistent financial performance can lead to improved business performance.

Table 2
Level of the Business Performance of Local Homegrown Coffee Shops in Tagum City

	Mean	SD	Description
Financial Performance			
<i>Our company is ...</i>			
1. operating in good condition in terms of its market share.	4.38	.74	Very High
2. being assessed as financially profitable.	4.37	.71	Very High
3. increasing in sales.	4.45	.62	Very High
Category Mean	4.40	.49	Very High
In-house Performance			
1. having a high utilization rate in our company.	4.25	.68	Very High
2. having employees with high level of satisfaction in our company	4.28	.76	Very High
3. having low rate of defective products in our company	3.88	.88	High
Category Mean	4.14	.61	High
Overall Mean	4.27	.46	Very High

Additionally, recent studies, such as that of Reyes et al. (2024), show that café businesses generally exhibit strong performance, with 20% of coffee shops achieving average monthly net profits exceeding ₱100,000, demonstrating notable financial success for those who choose to venture into this industry. This information suggests strong business performance, particularly in profitability. Similarly, Martinez (2023) generally noted that coffee shop businesses can achieve higher margins as high as 15%, while others might operate with minimal to no profit. This suggests variability in profit margins, indicating diverse performance levels within the coffee shop industry and potential.

Significance of the Relationship Between the Strategy Types Implemented and Business Performance of Local Homegrown Coffee Shops in Tagum City. Prospector orientation type has a weak, positive relationship with business performance ($R = .19$, $P = .15$, two-tailed). It supports that there is no significant relationship between prospector orientation and the business performance of local homegrown coffee shops in Tagum City. It means that coffee shops using the prospector strategy have no impact on their business performance.

Meanwhile, defender/analyzer orientation reveals a significant, moderate, positive relationship ($R = .48$, $P < .00$), supporting the hypothesis. It suggests that coffee shops adopting a defender or analyzer orientation achieve moderately better business performance.

Additionally, the reactor orientation shows a weak positive relationship with business performance ($R = .29$, $P = .024$, two-tailed). As such, despite the weaker strength, the relationship is still significant, indicating that local homegrown coffee shops that implement the reactor orientation may also see some business performance impact, though it is weaker than with the defender/analyzer orientation.

Table 3
Significance of the Relationship Between Strategy Types Implemented and Business Performance of Local Homegrown Coffee Shops in Tagum City

	R	p-value	Remarks
Prospector Orientation and Business Performance	0.19	0.15	Not Significant
Defender/Analyzer Orientation and Business Performance	0.48	0.00	Significant
Reactor Orientation and Business Performance	0.29	0.024	Significant

In light of the results, which revealed that prospector orientation has no significant relationship with business performance, the finding conforms with the study of Ngo (2021), which concluded that prospector orientation does not always lead to improved business performance, as there are contextual factors and industry dynamics that should be considered in analyzing the business

performance of SMEs. However, the finding contradicts the study by Susanto et al. (2023), which reported a positive and significant relationship between prospector orientation and business performance. The study agreed that firms adopting a prospector stance, i.e., engaging in high levels of risk-taking by exploring innovations in terms of products and services, are more likely to succeed in finding opportunities that are favorable to their firms, translating these developments into improved business performance.

Based on the findings that showed defender/analyzer orientation was significantly related to business performance, the study results agree with the findings of Anwar and Hasu (2017a), who reported that firms adopting the defender and analyzer orientations outdid those firms applying the prospector strategies in terms of augmenting business performance. Thus, it is suggested that focusing on stability and manageable risk management in business, both qualities inherent to firms with defender and analyzer orientation strategies, is likely to enhance business performance. The same set of findings by Grimmer et al. (2017) was also supported in this study, noting that combining both defender and analyzer perspectives among all strategy types leads to an improved business performance. This phenomenon is explained and attributed to the effectiveness of these strategies in leveraging resources, resulting in impressive business performance.

Considering the results that indicated reactor orientation was significantly associated with business performance, the study supported the findings of Anwar and Hasnu (2017b) which communicated that reactor strategies lead to moderate performance levels, indicating that careful strategic thinking while averting high extents of risk and exploration and responding to changes in the market in a reactive approach contribute to moderately improve the business performance of firms. However, the findings of this paper negated the conclusion of Grimmer et al. (2017), which claimed that reactor orientation has no significant relationship in enhancing business performance, owing to the fact that adopting reactor orientation often leads to indecisiveness in responding to changes and inconsistencies in strategic behaviors, which are both detrimental to the status of business performance of the concerned firms.

CONCLUSION

The findings indicate that local homegrown coffee shops consistently implement diverse strategic orientations and demonstrate outstanding business performance. Defender/analyzer and reactor orientations were found to be

significantly associated with business performance, whereas prospector orientation showed no significant relationship. These results highlight the importance of balancing strategic responsiveness and operational stability to sustain competitiveness among homegrown coffee enterprises.

The perceived business performance of local homegrown coffee shops in Tagum City was rated very high, indicating that business performance in the area is described as outstanding. This result implies that these coffee shops are operating at an outstanding level, consistently achieving customer satisfaction, financial success, and operational excellence—solidifying their role as resilient and competitive contributors to the local business landscape. Moreover, an item under the in-house performance indicator, specifically regarding low rates of defective products, was rated only high. This result implies that a small percentage of defective products still need further attention from coffee shop owners.

The study revealed a significant relationship between strategy types and business performance among local homegrown coffee shops. Among the indicators of strategy types, only defender/analyzer orientation and reactor orientation have a significant relationship with business performance. This indicates that when coffee shop management opts to ensure their business' stability while adapting to the changing customer preferences, their business would also perform very well. The same is true when management chooses to respond reactively to fluctuations in consumer market trends. The business would also tend to perform very well.

Moreover, the study confirmed the Resource-Based View (RBV) of Barney (1991), which posits that a firm's internal resources and capabilities are the primary determinants of its competitive advantage and performance. In this study, the management of local homegrown coffee shops was able to boost their business performance by strategically deploying resources that are not easily replicable or accessible to competitors.

The results confirmed the Balanced Scorecard framework proposed by Kaplan and Norton (1992), which posits that a firm's internal resources and capabilities are the primary determinants of its competitive advantage and performance. In this study, the theory confirms that local homegrown coffee shops can improve their business performance by carefully strategizing across four areas: financial, customer, internal business processes, and learning and

growth. The study's results indicate that once these four areas are considered and addressed by coffee shops, performance is expected to increase within those businesses.

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