



MUNTING ILOG INTEGRATED
NATIONAL HIGH SCHOOL

**GENERATIONAL SHIFTS: A QUALITATIVE EXAMINATION
OF STRATEGIC CONTINUITY AND CHANGE
IN FAMILY BUSINESSES**

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Abstract

Family businesses have been a cornerstone of economic growth, yet many struggled with generational transitions that impacted strategic continuity and change. This study explored how family-owned enterprises in Silang, Cavite, navigated generational shifts while maintaining business sustainability. It examined common family businesses in the area, the challenges they faced during leadership transitions, and the strategies they employed to help their businesses thrive. Using qualitative research methods, including interviews, the study identified key succession planning practices and approaches to innovation. Findings suggested that while family businesses prioritized legacy preservation, they also adapted by integrating new management strategies and market-driven innovations. The study highlighted the importance of structured succession planning and strategic flexibility in ensuring long-term business survival. The insights gained contributed to understanding the dynamics of generational shifts in family businesses and offered practical recommendations for business owners, next-generation proprietors, aspiring entrepreneurs, and policymakers.

Key Words: Family Business, Generational Shift, Strategic Continuity, Leadership Transition, Succession Planning



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CHAPTER I

THE PROBLEM AND ITS BACKGROUND

This chapter presents the background of the study, the statement of the problem, the scope and delimitation the significance of the study, and the definition of terms used.

Introduction

Family businesses manage leadership transitions across generations by preserving core values while encouraging innovation. These businesses balance tradition with adapting to change to ensure long-term success and sustainability. Understanding these generational differences is crucial for companies to adapt their operations and ensure long-term success in a rapidly evolving market.

Background of the Study

Generational shifts in family businesses explores the impact of family ownership on strategic change within family businesses. It examines how family involvement influences decision-making and adaptation to changing environments. Family businesses often face unique challenges in navigating strategic change due to the intertwined nature of family and business dynamics (Schweiger, et al., 2024). Therefore, it aims to provide ideas into the role of family business ownership in shaping strategic continuity and change, offering valuable implications for family business management.



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Family businesses have been a cornerstone of economies worldwide for centuries. The Philippines is no exception, with family-owned enterprises playing an important role in the country's development (Pinoy Family Business Succession, 2023). These businesses contribute substantially to the Gross Domestic Product (GDP) and create a large portion of employment opportunities (Nolledo, Cruz, & Guerrero, 2017). However, ensuring their survival across generations presents a complex challenge. Studies reveal a high rate of family businesses failing to transition beyond the first generation. There is still a limited understanding of generations and the implications of their involvement in family business. (Magrelli, et al., 2022). The concept of generations has become increasingly important in the social science fields to explain diverse phenomena affecting organizations. This is especially true in the family business field where generations are considered a constitutive element (Magrelli, et al., 2022). Understanding how family businesses navigate these complexities is crucial for their long-term success. This research aims to explore the phenomenon of strategic continuity and change within family businesses in the Philippines. By examining how these businesses adapt their strategies over time, we hope to gain valuable insights that can inform best practices for ensuring their sustainability across generations.

Moreover, the geographical diversity of the Philippines, especially in regions like Cavite, supports a wide range of business ventures, including family businesses that significantly contribute to the province's economic



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growth. Cavite's GDP reached PHP 244.8 billion (USD 4.9 billion), with a remarkably low poverty rate of 5.1% (Philippine Statistics Authority, National Economic and Development Authority, 2023). The province also boasted a high labor force participation rate of 96.8% (Labor Force Study, 2025). There are a lot of family businesses in CALABARZON that are continuously growing. One of the family businesses that contribute to this is Café 10/23. "Café 10/23 is a story and legacy of our family," (Cantimbuhan, Personal Communication, 2024). Their business is a heritage of their family that has been passed over the years. In Batangas, located in Lipa there are businesses that are passed through generations. Café de Lipa is a family business flourished by the Mercado family. They pass their passion through generation where they grow and harvest Liberica. Now, it is one of the growing cafés in Lipa City. Therefore, the geographical conditions of this study are giving insights about continuous growing and heritages of family businesses.

This study examines the critical challenge of generational transition in family businesses and the strategies they use to overcome those challenges. By exploring how family businesses can embrace modernization while preserving traditional beliefs and practices, this study aims to ensure smooth leadership transitions and long-term sustainability. This study is significant as it addresses the important issue of generational transition for family businesses. By capturing the experiences and perspectives of family business leaders, the research will provide valuable insights into the dynamics of strategic decision-making. The findings could help family businesses better manage generational shifts, fostering both stability and growth. Ultimately,



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this study will offer actionable strategies for maintaining continuity while adapting to changes in the business environment.

State of the Problem

This study tries to explore the strategies used by family businesses in Silang, Cavite dealing with generational shifts.

Specifically, this study tries to answer the following questions:

1. What are the common family businesses in Silang, Cavite?
2. What strategies do family businesses in Silang, Cavite employ to ensure continuity during generational transitions?
3. What are the problems faced by family businesses in Silang, Cavite?
4. What are the strategies employed by family businesses in Silang, Cavite to meet the evolving needs of the market while preserving core family values?

Scope and Delimitation

This research focuses on family businesses in Silang, Cavite. The study aims to only explore the strategies these businesses use to ensure continuity and adapt to changes during generational transitions. The number of participants will only be 30 family business owners, managers, and successors from various sectors in Silang, Cavite. The primary areas of investigation include succession planning, the role of external advisors, and the balance between tradition and innovation. The research will be conducted



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through qualitative methods, such as interviews and case studies, to gain in-depth insights into the experiences and strategies of family business owners and stakeholders.

The study is limited to family businesses located in Silang, Cavite, thus the findings may not be generalizable to family businesses in other regions. The focus is on businesses that have undergone significant growth from small beginnings and are still operational. Businesses that have not yet faced generational transitions or those that did not originate from small ventures will not be included. The study does not cover non-family businesses or multinational corporations, as the unique dynamics of family businesses are the primary focus. The data collection period is also restricted to a specific timeframe, which may not capture long-term trends or future changes in strategies.

Significance of the Study

The purpose of this research is to provide understanding on the ways to adapt to changes and manage the business to run smoothly during generational shifts.

Specifically, the following will benefit from this study:

Family-Owned Business Owners. Business Owners will become more aware of the strategies that can help for the longevity of its business and minimizes risks on potential collapse of the company.



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Next-Generation Proprietors. They will gain a better understanding of how to balance tradition with innovation and successfully take over the business, equipped with strategies tailored to their specific challenges.

Other Aspiring Business Owners. Owned Businesses with the aid of the strategies, small and starting family-owned businesses can avoid bankruptcy and discontinuation of their business.

Department of Trade and Industry (DTI). The Department of Trade and Industry can develop supportive policies, creating training programs for leadership transitions, fostering economic growth, encouraging innovation, and facilitating collaboration among family businesses. This helps strengthen and sustain family enterprises.

Future Researchers. Gives a prior understanding of business concepts and strategies and provides knowledge and innovative solutions to improve the lifespan and sustainability of a business.

Definition of Terms

To facilitate the understanding of this study, the following are with this definition to understand and clarify the terms used in the study.



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Economic shifts- This refers to significant changes in the production, distribution, and consumption of goods and services that reshape a society's economy (Spacey, 2023).

Generational Shift- A generational shift refers to the gradual transformation of attitudes, behaviors and societal norms as one generation succeeds another (SThree, n.d.)

Generational Transitions- Generational transitions are a natural part of family philanthropy. It involves trusting the next generation to honor established values and traditions while asserting their own leadership (Crino, 2020).

Market- In a business context, the market refers to the environment where goods and services are bought and sold. It encompasses the consumers, competitors, and various factors that influence supply and demand (Kenton, 2024).

Stakeholders- A stakeholder is a person or group with a financial interest in an enterprise (Fernando ,2024).

Strategic Continuity- Strategic continuity is essential to creating and sustaining competitive advantage. It involves understanding the strategy throughout the organization, building unique skills and assets related to the strategy, and establishing a clear identity with customers, channels, and



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vendors. Business continuity strategy, on the other hand, outlines the structure of how to prevent, respond and recover from a disaster (Harvard Business School, n.d.).

Tradition- Family traditions are experiences or activities that are passed down between generations (Fraser- Thill, 2024).



CHAPTER II

REVIEW OF RELATED LITERATURE

This chapter presents the relevant literature and studies that the researchers considered in strengthening the claim and importance of the present study.

Related Literature

Foreign

Common Family Businesses

Family-owned businesses are a significant part of the global economy, spanning various industries and contributing to economic growth and sustainability (Blanks, 2024). Specifically, family businesses, whether they are small local stores or large multinational corporations, play a crucial role in supporting global economies. Moreover, they significantly contribute by creating jobs, generating income, building wealth, and positively affecting the communities where they operate (Andrews, 2024). Consequently, this review of related literature explores the most common family businesses across different sectors.

To begin with, Haqqi (2020) identified some of the largest family-owned businesses in the food industry, including Cargill and Mars Inc. These companies are well-known for their significant family involvement in management and ownership, which has been a key factor in their long-term success and global influence (The World's Largest Family Companies, 2024).



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Thus, these examples underscore the importance of family dynamics in achieving and sustaining business success on a global scale.

In addition, in the merchandising sector, Walmart stands out as one of the largest family-owned businesses in the world. According to Johnson (2020), the Walton family has maintained substantial control over Walmart, allowing the retail giant to become a dominant force in the industry. Similarly, Paul (2024) includes Walmart in the list of the most successful family-owned businesses, emphasizing its impact on the global market.

Furthermore, the automotive industry also features prominent family-owned businesses. Anand & Mahatara (2023) highlight Ford Motor Company as a notable example, where family involvement has played a crucial role in its longevity and success. This is supported by Bain (2022), which lists Ford among the top 750 family businesses globally.

Meanwhile, Berkshire Hathaway, led by Warren Buffett with familial support, is another example of a successful family-owned business in the financial services sector (Investing, 2024). Bain (2022) recognized Berkshire Hathaway's significant family involvement and its contribution to the financial industry. The company's investment philosophy and strategic decisions are often shaped by family values, which have played a pivotal role in its impressive growth and stability. Additionally, Berkshire Hathaway's diversified portfolio, which includes significant holdings in insurance, utilities, and manufacturing, underscores the effective management and



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vision facilitated by family involvement. Overall, these aspects highlight the unique advantages that family-owned businesses can leverage to achieve long-term success and industry leadership.

Lastly, while not as prevalent in the digital and technology sector, some family-owned businesses have successfully ventured into this field. Paul (2022) noted the influence of family enterprises in various industries, including technology and digital services, highlighting their adaptability and innovation. One of the most popular examples of a digital family business is Samsung, as highlighted by Junsungwon (2020). Ultimately, Samsung's success in the digital and technology sector showcases the significant impact that family involvement can have on a company's growth and innovation.

Succession Planning Among Family Businesses

Managing a family business often involves navigating conflicts stemming from competition and personal issues in the family that professional managers rarely encounter. Specifically, problems can arise when managerial decisions are influenced by emotions and family obligations, nepotism, or a focus on upholding family tradition over the business's needs and goals (Levinson, 2021). On the other hand, the other side of the coin includes family friction, communication issues, and allegations of nepotism from non-family employees, which can impede growth and smooth operations (Clarke, 2023). Therefore, balancing these personal challenges is crucial for ensuring the long-term success and harmony of family-run enterprises.



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However, the process of succession planning comes with its unique challenges. For example, Lofranco (2021) points out that family businesses face specific hurdles, such as the lack of clear governance structures and the difficulty of choosing between family members and non-family executives for leadership roles. Additionally, Mora (2021) discusses how poor communication and a lack of planning can create tension within families, which may harm the business. Similarly, Vorecol (2022) highlights the need for a formal succession process to prevent future conflicts and ensure that decisions are made in the business's best interest, rather than being influenced by personal family dynamics. Ultimately, a successful transition requires both business acumen and careful family management.

Problems and Challenges on Family Business Successions

Family businesses face unique challenges in today's dynamic market environment. Internally, factors such as managing family dynamics, emotions, and obligations can complicate decision-making processes and ownership structures. Problems are likely when managerial choices are affected by emotions and obligations toward family members, the negative impact of nepotism, and when a business is operated more to uphold a family tradition than for its own needs and goals (Levinson, 2021). Furthermore, family friction, communication issues, and allegations of nepotism from non-family employees can impede growth and smooth operations (Clarke, 2023). Thus, establishing professional boundaries, engaging in transparent communication, and leveraging external advisors are crucial for mitigating these internal challenges (Ve-dev, 2024).



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Externally, family-run companies face significant challenges similar to other businesses. These challenges include navigating the shifting economic landscape, recruiting and selecting qualified staff, and heightened rivalry in the marketplace (Cornejo, 2023). Moreover, political factors like changes in government policies, economic factors such as inflation and interest rates, social factors like lifestyle trends, technological advancements, legal regulations, environmental concerns, ethical considerations, and demographic shifts all play a role (Makos, 2024). For instance, political changes such as Brexit can impact trade policies, while economic factors like energy prices affect competitiveness. Social factors include consumer behavior and health consciousness, and technological factors involve advancements like AI and machine learning. Legal factors encompass labor laws and consumer laws, environmental factors relate to climate change and sustainability, ethical factors cover issues like bribery and reputation, and demographic factors involve population characteristics like age and education level. Therefore, navigating these external challenges requires careful balance, strategic planning, and a deep understanding of both business operations and familial dynamics.

Strategic Continuity Plan for Family Businesses

Innovation is essential for family businesses to grow and keep up with competition in a quickly changing world. In particular, family-owned businesses need to adapt and create innovative ways to succeed in the advancing global market (Oliver, 2022). Indeed, innovation is the driving force



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behind staying competitive and ensuring that family businesses can meet market demands effectively. This innovation can include adopting new technologies, developing unique products and services, and continuously improving business processes. By fostering a culture of innovation, family-owned businesses can not only survive but thrive in an ever-changing landscape (Foster, 2024). Moreover, embracing innovation also encourages a forward-thinking mindset that prepares these businesses for future challenges and opportunities.

As businesses grow, they need stronger and more secure supply chains that can handle spike demand. Hence, the importance of supply chain resilience cannot be overstated. Creating a robust and resilient supply chain involves diversifying suppliers, implementing advanced logistics strategies, and investing in technology to monitor and manage supply chain operations (Bly et al., 2024). A resilient supply chain helps eliminate fragility and ensures smooth operations, even during sudden changes in demand (TYASuite, 2025). Thus, this adaptability is crucial for maintaining steady business functions and customer satisfaction. By building a supply chain that can withstand disruptions, family-owned businesses can ensure continuity and reliability in their operations, which is essential for long-term success.

Furthermore, digital transformation is a continuous process for all businesses, allowing for constant discovery of new ways to deliver value to customers. As digitalization changes interactions with customers, businesses must continuously manage and organize customer value from their solutions



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(Wade and Yamaguchi, n.d.). Digital transformation encompasses adopting digital tools and platforms to streamline operations, enhance customer experiences, and drive efficiency. Consequently, rapid digitalization prompts businesses to quickly adapt to changes in the market, staying ahead of competitors and meeting evolving customer expectations. Investments in technologies and employee training are necessary to gain digital skills and thrive in a digital world (Jabal, 2024). Therefore, by fostering a digital-first approach, family-owned businesses can innovate and improve their offerings, ensuring they remain relevant and competitive in the digital age.

Local

Common Family Businesses

Family-owned businesses are a cornerstone of the Philippine economy, with at least 80 percent of businesses being family-controlled (Go, 2018). These enterprises span various industries, contributing significantly to economic growth and sustainability (Mathay, 2022). This review explores the most common family businesses in the Philippines, divided into different industries.

To begin with, in the food industry, some of the top family-owned businesses include Jollibee Foods Corporation and Goldilocks Bakeshop. Jollibee Foods Corporation has become a global fast-food giant, known for its diverse menu and strong brand presence (Team Ninja, 2022). Conversely, Goldilocks Bakeshop is famous for its baked goods and Filipino delicacies, playing a significant role in the local market (PRworksPH team, 2020).



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Collectively, these businesses have capitalized on the increasing demand for food products, contributing to the sector's growth and sustainability.

In addition, in the bustling merchandising sector, family-owned businesses hold a significant presence. Specifically, the merchandising sector includes family-owned businesses such as SM Group of Companies. The SM Group, founded by the Sy family, operates malls, retail stores, and supermarkets across the Philippines. Their extensive network and diversified business model have made them a dominant force in the retail industry (Euromonitor International, 2023). Another notable example is the House of David Group, which started with a pawnshop and jewelry store and has expanded its operations since the 1960s (Lee-Chua, 2018). Therefore, these family enterprises have played a crucial role in shaping the retail landscape of the country, ensuring accessibility and convenience for Filipino consumers.

Furthermore, family businesses in the automotive and real estate industries have also demonstrated remarkable success. The Alingog family of the Ropali Group of Companies spans several industries, including agri-machinery, motorcycle distribution, banking, and real estate. Moreover, Cebu Landmasters Inc. is another family-owned business that has made significant strides in the real estate sector, particularly in Visayas and Mindanao (PRworksPH team, 2020). Consequently, these family enterprises have significantly contributed to the development and growth of the automotive and real estate sectors in the Philippines, ensuring innovation and progress across these industries.



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In the dynamic healthcare, luxury and cosmetics industries, family-owned businesses play a crucial role. For example, in the healthcare and cosmetics industries, United Laboratories (Unilab) and GT Cosmetics Manufacturing Inc. are prominent family-owned businesses. Unilab is the largest pharmaceutical company in the Philippines, providing a wide range of healthcare products. On the other hand, GT Cosmetics Manufacturing Inc. is known for its skincare and beauty products, catering to the local market's needs (PRworksPH team, 2020). Thus, these family enterprises have significantly contributed to improving healthcare access and enhancing beauty standards in the Philippines, reflecting their dedication to quality and innovation.

Finally, in the critical sectors of education and utilities, family-owned businesses have made substantial contributions. The Rex Group, led by the Buhain-Fontelera family, focuses on providing educational materials to Filipino homes, aiming to enhance children's access to quality education. Meanwhile, Tarlac Electric, Inc., managed by the Mercado family, serves as an electric distribution utility, ensuring efficient electricity supply to the community (Lee-Chua, 2018). Overall, these family enterprises demonstrate a strong commitment to improving the quality of life for Filipinos through education and reliable utility services.



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Succession Planning Among Family Businesses

In the ever-evolving landscape of business, the purpose of succession planning is to ensure the enduring success of family-owned companies in the Philippines. Succession planning is crucial for a seamless transfer of ownership and management from one generation to the next. By proactively planning for succession, businesses can reduce risks, protect wealth, and preserve the family business's legacy (Lofranco, 2024). Moreover, this process enables companies to find and develop future leaders, preserve institutional knowledge, and maintain smooth operations, all of which contribute to long-term stability and sustainability (Kenton, 2024). It also prepares potential family members to become future leaders and undertake key roles, ensuring that vacancies do not disrupt the organization's functions (TalenTeam, 2025). Ultimately, a well-structured succession plan secures the future of family-owned businesses and upholds their legacy for generations to come.

Effective succession planning involves several key components, including early discussions about leadership transitions. An important part of succession planning is encouraging openness among family members and starting early conversations about succession. Open and honest communication is crucial to resolve issues, establish agreement on succession goals and objectives, and align family members' expectations (Lofranco, 2024). Having an early succession plan guarantees management continuity, goodwill, operational effectiveness, and client retention in the event of the owner's exit (Soriano III, n.d.). Starting the process of succession planning far before it's necessary provides ample time to find potential



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successors, train them as needed, and progressively acclimate them to leadership positions (Haddaway, 2024). By prioritizing these key components, family-owned businesses can ensure a smoother transition and continued success through generations.

Choosing the right successor is one of the most challenging parts of succession planning. The successor's skills, abilities, and capacity to manage the company effectively should be the primary considerations when selecting a successor. Traditionally, the position often passed to the eldest child, especially the eldest male, due to their experience (Rodriguez, 2021). It is also important to determine whether family members are qualified for leadership positions in the company by assessing them according to their values, interests, talents, and abilities (Fernandez, 2021). Ultimately, selecting the right successor ensures the continued success and stability of the family business.

Providing successors with opportunities for professional development, mentorship, and practical experience prepares them for leadership roles (Lofranco, 2024). One effective method to give succession candidates real immersion is to assign them to junior managerial roles. They get to complete actual job tasks and collaborate directly with supervisors, gaining practical experience in a leadership capacity (BusinessCoach, Inc., n.d.). By carefully selecting and grooming the right successor, family-owned businesses can ensure a smooth and successful transition of leadership, securing the future of the business.



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Problems and Challenges on Family Business Successions

Family businesses play a crucial role in the Philippine economy, yet managing these enterprises comes with distinct internal challenges. One major challenge is succession planning, which is vital for ensuring the business's longevity. The transition of leadership from one generation to the next can be complicated and fraught with difficulties (Lofranco, 2024). Additionally, conflict resolution poses a significant challenge, as personal relationships within the family can complicate professional decisions and lead to disputes. Moreover, governance issues are common, such as unclear management roles and responsibilities, which can cause inefficiencies and misunderstandings within the organization (Inquirer, 2020). Soriano (2018) highlights the importance of organized governance, stating that unclear management tasks and poor communication often result in conflicts in Filipino family businesses. Furthermore, Filipino family businesses often encounter cultural stigmas against seeking outside knowledge, making it difficult for them to handle internal problems successfully (Uy, 2022). Thus, the reluctance to seek external advice can exacerbate existing issues and hinder the effective management of family enterprises, ultimately affecting their performance and sustainability. Therefore, addressing these internal challenges is essential for maintaining the stability and growth of family businesses in the Philippines.

In addition, family businesses in the Philippines face significant external challenges. For instance, cultural issues in the country can



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significantly affect businesses, making it essential for business owners and entrepreneurs to understand and adapt to the local cultural context (Santiago, 2023). Moreover, external economic factors like market competition, regulatory changes, and economic fluctuations can also pose significant challenges to the stability and growth of family businesses (Soriano, 2024). Therefore, addressing these external challenges is crucial for the continued success and sustainability of family businesses in the Philippines.

Strategic Continuity Plan for Family Businesses

Family businesses in the Philippines employ several strategies for long-term success, including developing key skills such as customer service, communication, and analytical abilities. In particular, family advice helps navigate both family dynamics and professional obligations (Alagao et al., 2023). Breaking barriers in multi-generational family businesses is essential. Key strategies include fostering open communication, encouraging knowledge sharing, defining roles, embracing innovation, implementing a succession plan, seeking external expertise, promoting learning, establishing a shared vision, and incorporating diversity (Gmp Franchise Development Inc., 2024). By leveraging these strategies, family businesses can achieve sustained growth and stability.

Furthermore, effective marketing tools are essential for the success of family businesses. Hariramari (2020) identifies strategies such as Customer Service Differentiation, Product–Service Differentiation, Use of Family Image,



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and Promotion of Family Business as crucial for standing out in the market. To ensure business continuity and long-term success, entrepreneurs must develop key skills and gain experience (Sobrevega & Lopena, 2024). Offering unique products, leveraging family branding, and promoting the family business can help achieve sustained growth and success. Additionally, focusing on open communication, knowledge sharing, and clearly defined roles within the family business can further enhance these strategies and lead to long-term stability and prosperity.

Related Studies

Foreign

Common Family Businesses

Family businesses are a prominent feature of the global economic landscape, involved in various sectors such as business, finance, economics, and management (Moser, 2021). These businesses often draw upon family values, legacy, and a sense of tradition, which influence their operational and strategic decisions. One notable example of a family business in the automotive industry is Ford. As a family-controlled enterprise, Ford has made significant contributions to the automotive sector, blending innovation with a strong sense of family heritage. Similarly, in the food industry, Cargill stands out. According to Alon et al. (2023), "across the decades, Cargill has remained true to the vision of its founder," emphasizing the enduring impact of family vision on business continuity and success.



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In the realm of traditional food businesses, Salahuddin Bakery in Johor Baharu is a prime example. This family-owned bakery has been operating for more than 80 years since 1937, providing traditional bakery products that reflect the family's legacy and commitment to quality (Naim Misran, 2021). The longevity of such businesses highlights the importance of maintaining family traditions and values. Additionally, family control plays a significant role in the profitability of agri-food companies that have been vertically integrated. Galizo (2019) found that family governance exerts a substantial influence on the operational efficiency and profitability of these enterprises, demonstrating the impact of family involvement on business performance. Thus, the continuity and success of family businesses often hinge on the preservation of family values and effective governance practices.

Overall, the studies indicate that family businesses are diverse, spanning various industries and sectors worldwide. They often rely on a combination of family values, tradition, and strategic innovation to achieve long-term success (Suddaby & Jaskiewicz, 2020). The examples of Ford, Cargill, and Salahuddin Bakery illustrate the different ways in which family businesses can thrive in their respective fields, showcasing the adaptability and resilience of family-owned enterprises. Understanding these common types of family businesses internationally provides valuable insights into their unique characteristics and contributions to the global economy (Nyabakora, 2024). This understanding is crucial for family business owners, consultants, and academics who seek to support and develop sustainable family enterprises.



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Succession Planning Among Family Businesses

Longevity and sustainability are crucial for the success of family businesses. Research indicates that family businesses face unique challenges that can impede their success if not adequately addressed (Olusegun, 2022). Key barriers to achieving long-term sustainability include delayed transitions and lack of preparedness, which can undermine stability (Ferrari, 2023). Therefore, effective succession planning is essential for long-term viability, integrating family dynamics with business objectives to ensure continuity and stability (Christian et al., 2024). Clear communication and shared values within the family significantly contribute to the sustainability of the succession process (Valencia & Pratama, 2024). Understanding and implementing strategies for longevity is paramount for family businesses striving for enduring success (Akaa et al., 2024). Overall, a well-structured plan is essential to navigate the complexities of family business operations and ensure their continued growth and prosperity.

Additionally, mentoring and training the successor are crucial components of succession planning in family businesses. Nave et al. (2022) found that succession planning could be flexible, with some family businesses opting for a gradual, informal process, while others follow a more formalized approach. These approaches involve mentorship, training, and a structured transition plan. Preparing the next generation through mentorship and professional development is essential for ensuring they are well-equipped to take on leadership roles (Abraham, 2022). By investing in these efforts, family



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businesses can ensure a smooth and successful transition of leadership, securing the future of the business.

Moreover, the emotional aspect of family dynamics plays a crucial role in succession planning. Emotional intelligence and awareness among family members can greatly influence the success of the transition process (do Paco, 2021). Research indicates that families that prioritize emotional bonds and conflict resolution are better positioned to navigate the complexities associated with succession (Nave, 2021). Fostering a culture of open dialogue and trust can empower the next generation and encourage their active participation in the business (Zhang, 2024). The emotional preparedness of both the current leaders and potential successors is integral to the success of the transition (Tabor & Vardaman, 2020). Therefore, addressing both the strategic and emotional dimensions of succession planning is essential for family businesses aiming for long-term viability and growth.

Problems and Challenges on Family Business Successions

Family businesses frequently face internal struggles that can significantly impact their operations and longevity. One major challenge is generational transfer, where relationships within the family and a lack of business knowledge can complicate the process (Vu, 2023). Moreover, conflict resolution is another critical issue, as personal connections and disputes over leadership roles can potentially compromise the company's performance and survival. Additionally, the unique organizational structure of family businesses often leads to inherent challenges, including inefficiencies during



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leadership transitions and balancing long-term strategic planning with short-term objectives (Kowsika & Mukul, 2024). Cultural influences also play a role in how family businesses operate and resolve conflicts, further complicating management and decision-making processes.

On the other hand, family businesses face numerous external problems that can significantly impact their operations and sustainability. For instance, market competition presents a constant challenge, as family businesses must continually innovate and differentiate themselves to stay ahead (Uy, 2022). Furthermore, regulatory changes can also pose difficulties, requiring businesses to adapt quickly to new laws and compliance requirements. Additionally, economic fluctuations can affect family businesses' financial stability, making it essential for them to develop strategies to weather economic downturns. Cultural issues in different regions can influence business practices, necessitating an understanding and adaptation to local customs and expectations. Lastly, the reluctance to seek external advice due to cultural stigmas can hinder family businesses from effectively managing their enterprises (Santiago, 2023). Therefore, addressing these external challenges is crucial for the continued success and sustainability of family businesses.

Overall, family enterprises are the most prevalent type of enterprise globally, offering various benefits and drawbacks when managed by family members. However, managing these businesses can negatively impact interpersonal relationships. Bercasio et al. (2010) highlight that conflict is



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unavoidable in families, with reasons including uncertain roles, control concerns, performance challenges, and ownership issues. Another significant issue is the inability to differentiate between work and family matters. Furthermore, family companies face ongoing challenges such as sibling rivalry, succession planning, and an uneven focus on business and family matters (Hastenteufel, 2019). Consequently, these conflicts can hinder the success and growth of family businesses, making it crucial to address them effectively.

Strategic Continuity Plan for Family Businesses

Innovation is crucial for the success and long-term sustainability of family businesses. By integrating innovation, family businesses can adapt to present market conditions and ensure ongoing development (Yuan, 2019). Key aspects of innovation in family business succession include creating a competitive advantage, effective team management, leadership, and strong community relationships (Chirapanda, 2020). Innovation is the key to family business success (Cesaroni et al., 2021). It enables family businesses to set themselves apart from rivals through unique offerings or exceptional service. Effective team management and leadership foster collaboration and innovation, ensuring a seamless succession and continued growth.

Additionally, family businesses, with their long-term perspective and family-centered decision-making, face unique challenges and succession options crucial for sustainability and growth across generations. These businesses typically invest part of their treasure in the business to pass it on



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to future generations (Cucculelli & Peruzzi, 2020). Succession options include selling to co-owners, retaining ownership while becoming a passive owner, or conducting an Initial Public Offering (IPO) that allows the family to maintain partial ownership (Oyeladun, 2020). Family businesses bring stability while the founder is in charge but face challenges, especially during succession (do Paço et al., 2021). Successfully navigating these succession options and addressing unique challenges can ensure long-term sustainability and growth for family businesses across generations.

Moreover, family businesses thrive on core values such as togetherness, harmony, and stability, which deeply influence their strategic continuity. Commitment to employee support, community involvement, and social responsibility not only reflects these values but also fosters a shared identity across generations, driving business success. Approaches like employee support, community involvement, and social responsibility highlight the family's dedication to their principles (Ramadani et al., 2020). Increased commitment to the community correlates with higher business success (Jorgensen et al., 2020). Both family and non-family members in a family business cultivate a cross-generational identity through their involvement in business activities, ensuring strategic continuity and sustaining core values over time (McAdam et al., 2024). This strategic continuity, rooted in family values, fortifies the long-term viability and growth of the business.

Family dynamics have a considerable impact on strategic continuity in businesses, both directly and indirectly, through effective leadership



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(Maharajh et al., 2024). Strong relationships are essential not only between the current holder and the successor but also in other kinds of relationships, like those involving the successor and various family and non-family stakeholders (Kandade et al., 2021). Family dynamics significantly influence business performance through effective leadership. Strong relationships between current leaders and successors are crucial, as well as connections between successors and various family and non-family stakeholders. These relationships impact the business's overall success, ensuring strategic continuity and long-term sustainability.

Finally, family businesses sustain their success by embracing innovation while balancing it with tradition. This involves integrating new perspectives, reconciling continuity with change, and leveraging heritage to drive long-term success (Serhan et al., 2023). Cultivating an entrepreneurial spirit across generations can be achieved through strategic education, entrepreneurial bridging with external expertise, and thoughtful succession planning (Wegapitiya, 2021). By maintaining clear communication and defined roles, family businesses can foster an environment that supports both innovation and tradition. Through this balance, family businesses can achieve sustained success and secure their legacy for future generations.

Local

Common Family Businesses

Family businesses are a vital component of the Philippine economy, contributing significantly to various sectors. One common type of family



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business in the country is the family-owned merchandising business. In Davao De Oro, these businesses are prevalent and play a crucial role in the local economy (Getigan, 2024). Family-owned merchandising businesses typically involve retail and wholesale activities, providing a wide range of products to consumers and other businesses (Karabiyık, 2021). These enterprises leverage family ties and trust to build strong customer relationships and ensure business continuity.

Additionally, family farms are another notable type of family business in the Philippines. Family farms are integral to the agricultural sector, providing food and raw materials to the market. Tamayo and Moreno (2024) highlight the importance of family farms in sustaining the agricultural landscape of the Philippines. These farms often rely on traditional farming practices passed down through generations, preserving the family legacy while adapting to modern agricultural techniques. The family farm business model emphasizes collaboration among family members, ensuring efficient resource management and fostering a sense of community.

Furthermore, the diversity of family businesses in the Philippines extends to sectors such as hospitality, food service, and manufacturing (Lobo, 2022). These businesses benefit from the close-knit structure of family ownership, which allows for quick decision-making and a strong sense of commitment to the business's success (Manala-O, 2019). Overall, the diverse nature of family businesses in the Philippines showcases their adaptability and resilience, contributing to the country's economic growth and stability.



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Succession Planning Among Family Businesses

Succession planning is one of the most difficult challenges family businesses in the Philippines face. Family business owners prioritize intergenerational succession to pass down their legacy and ensure the establishment's longevity within the family. However, many family firms do not adequately prepare for succession, instead focusing on management and operational planning. A study by Manalo et al. (2019) reveals that the average lifespan of a family business is 24 years, with less than 30% of establishments being handed over to the second generation and only 10% to the third generation. This significant setback, affecting otherwise commercially significant businesses, can be attributed to family disputes, inadequate or unskilled successors, and poor succession planning.

Effective succession planning is essential for the longevity and prosperity of family businesses. It involves formalizing processes, offering structured training for potential successors, and fostering an environment of trust and effective delegation within the family firm (Quinco, 2024). These steps ensure continuity, sustainability, and performance across generational changes. Appropriate succession planning is highlighted as one of the most crucial success factors for family enterprises (Oliver, 2021). By investing in well-structured succession planning, family businesses are more likely to thrive, adapt through generations, and secure their legacy and contributions to the economy.



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Furthermore, effective mentorship and organized training programs are essential for the seamless generational transitions in family-run companies (Sobrevega & Lopena, 2024). Studies on family-run companies in Davao de Oro and Iloilo Province reveal that these elements play a crucial role in preparing successors for leadership (Getigan, 2024). Proper mentorship and formal training significantly improve successors' readiness, enabling smoother transitions. This demonstrates the importance of actively fostering successors' skills to ensure long-term viability (Cruz, 2022). By investing in these critical areas, family businesses can build a strong foundation for future generations and ensure sustained growth and success.

Problems and Challenges on Family Business Successions

Family businesses in the Philippines face significant internal challenges that impact their growth and sustainability. The younger generation's lack of passion and the geographical dispersion of family members are noted obstacles, as highlighted by Golez (n.d.). Additionally, family-related problems often lead to business failures. Addressing these issues is crucial for the survival of family businesses. Formalizing succession planning procedures, creating organized training courses for possible successors, and encouraging trust and efficient delegation within the family firm are essential strategies to improve performance, sustainability, and continuity during generational shifts (Quinco, 2024). By addressing these internal challenges, family businesses can better navigate generational transitions and ensure their long-term success.



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Moreover, family businesses also encounter various external challenges that complicate their growth and innovation efforts. Tensions and paradoxes arise from the distinctive goals and values that drive the innovation strategy of family businesses. The lack of empirical studies and research on the growth, strengths, and weaknesses of family-owned businesses further complicates their efforts. Market penetration poses a challenge, as family-owned businesses often rely on sales promotions and advertising campaigns that may not always be effective. Additionally, developing and implementing sustainable strategies for long-term success is crucial. Balancing the legacy, history, and tradition of the family with the need for innovation and modernization is another complex task (Conception, 2020). Therefore, overcoming these challenges requires a comprehensive approach that aligns family values with modern business practices to ensure continued growth and success.

Strategic Continuity Plan for Family Businesses

Several family businesses in the Philippines rely on essential skills and strategies to maintain their company. These include customer service, communication, and analytical skills, with family advice being a crucial strategy (Alagao et al., 2023). Additionally, effective marketing strategies identified by Hariramari (2020) include Customer Service Differentiation, Product-Service Differentiation, Use of Family Image, and Promotion of Family Business. These strategies help family businesses stand out and achieve lasting success.



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Furthermore, education and experience are crucial for entrepreneurs, regardless of age, to develop essential skills. This foundation ensures business continuity and long-term success (Sobrevega & Lopena, 2024). Education and experience play a pivotal role in preparing family members to effectively manage and grow the business. In the Philippines, family businesses thrive and learn through good customer service, strong communication, smart decision-making, and valuable family advice. Ultimately, education, experience, and skill-building are essential for preparing successors to lead and sustain the family business across generations.

Relationship of the Previous Studies to the Present Study

The previous studies provide a comprehensive foundation for understanding the various challenges and strategies that family businesses face, which are highly relevant to our present study, "Generational Shifts: A Qualitative Examination of Strategic Continuity and Change in Family Business." For instance, the research by Lofranco (2024) and Quinco (2024) on succession planning underscores its critical role in ensuring business longevity and stability across generations. These findings align with our study's focus on how generational transitions impact strategic continuity and change within family businesses. Additionally, the studies by Alagao et al. (2023) and Hariramari (2020) on essential skills and effective marketing strategies highlight the importance of customer service, communication, and innovation in maintaining competitive advantage, which directly relates to our exploration of strategic changes as businesses evolve through generations.



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Furthermore, the challenges outlined in the studies by Uy (2022) and Santiago (2023), such as market competition and regulatory changes, provide context for the external pressures family businesses must navigate while undergoing generational shifts. These external factors, combined with internal dynamics like those discussed by Sobrevega & Lopena (2024), play a significant role in shaping the strategic decisions of family businesses. Our present study builds on these insights to delve deeper into how family businesses balance tradition with innovation and adapt their strategies to ensure both continuity and growth. By examining these generational shifts qualitatively, we aim to contribute to the broader understanding of the unique dynamics that influence strategic continuity and change in family businesses.



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CHAPTER III

METHODOLOGY

This chapter reveals the methods of research to be employed by the researcher in conducting the study which includes the research design, research locale, research instrument, population and sampling, data construction procedure, analysis of information, and ethical considerations.

Research Design

The researchers conducted a qualitative research study that employed a phenomenological approach to explore the lived experiences of participants. According to Creswell (1998), phenomenological research is particularly effective in gaining a deeper understanding of participants experiences, which was the primary aim of this study. The research used a phenomenological methodology to investigate the experiences of family business owners in many generations, emphasizing strategic continuity and changes. By using a phenomenological approach, the researchers can better comprehend the intricacies of generational changes in family-owned businesses, including the complexities of cultural background, family dynamics, and other contextual elements that affect strategic decision-making.

Research Locale

The research was conducted within Silang, Cavite. Silang is a municipality in the province of Cavite, located in the eastern part of Cavite Province. Silang was chosen for the study to be conducted due to its



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numerous family businesses, and also the researchers are situated in Silang, Cavite. With over 300,000 people and a staggering 32,000 registered local businesses, Silang is an ideal place to conduct a study on. The barangay involved in the research include the Silang Public Market, Tibig, Tatiao, Iba, Amadeo, Munting Ilog, Balite, Sabutan, and Poblacion. These are the places where the study took place in search of family businesses that have been passed down to a new generation.

Population and Sample

The population of this study consists of family business owners and successors in Silang, Cavite. According to Creswell (1998), a total of 30 participants from different businesses in Silang, Cavite, who are directly involved in managing or transitioning their family businesses, were selected for this phenomenological study. There is no age limit for the participants, as long as they have relevant experience in handling generational transitions.

The sample includes 30 individuals, with 18 males and 12 females, aged between 21 and 87 years old. The participants come from various locations in Silang, Cavite, distributed as follows: 1 from Lalaan, 1 from Poblacion 1, 6 from Tubuan, 2 from Tatiao, 1 from San Miguel, 1 from Malabag, 3 from Munting Ilog, 1 from Sabutan, 1 from Tibig, 3 from Iba, 3 from Rizal Street, 1 from Balite, 1 from Amadeo, and 4 from other parts of Silang, Cavite.



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Sampling Technique

In choosing the sample of participants, the researcher used the purposive sampling method. This form of sampling is essential as it allows the researcher to focus on specific areas of interest, specifically places at Silang, Cavite, to gather in-depth data on the topic (Dovetal Editorial Team, 2023). The inclusion criterion was based on family businesses that served for at least 2-60 years in the industry due to the fact that most of their business careers would have been associated with positive economic growth and thus the benefits that came from it. Furthermore, the family business must successfully pass through the new generation to provide a more coherent group, which makes comparison between subjects more relevant.

Research Instrument

The study used a semi-structured interview guide to gather data from family business owners in Silang, Cavite. The interview guide consisted of 21 open-ended questions, which enabled participants to describe their experiences and insights. The questions were aligned with the problem statements of the study. Questions 1 to 5 addressed the first problem, which focused on the common types of family businesses in Silang. The second problem was addressed through questions 6-11, tying to continuity strategies during the generational transitions. Questions 12-21 finally explored the obstacles faced by family businesses and how they manage to balance the resilient family values with the changing market demands, which referred to



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the third and fourth problems, respectively. The questions aim to know the strategies of these decades-old businesses on how they still strive even after a generational shift.

Data Construction Procedure

The researcher used an interview to gather data with every step planned to support the study's goal while guaranteeing the privacy of the interview data gathered.

The following are the steps used in gathering the data:

I. Pre-interview

A. Permission

- Business Owner's Consent
- The researchers provided an informed consent to family business owners before conducting the interview.

B. Question Construction & Approval

- Formulating Interview Questions
- The researchers developed an open-ended question that is align with the study's objectives.
- Approval Process
- The prepared Questions made by the researchers are viewed and approved by the research advise.

C. Recruitment & Informed Consent

- Identifying Participants



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- The researcher carefully identifies participants, including business owners needed for data gathering.

- Obtaining Consent

- The researcher explains the study's purpose, confidentiality measures and secure written consent.

II. During Interview

A. Data Collection

- Conducting Interview

- To gather valuable insights, the researchers conduct semi-structured interviews with participants.

- Recording & Transcribing

- The document responses through audio recordings are converted into text by the researchers.

B. Data Quality Assurance

- Cross-checking Transcripts

- The researchers cross-checks transcripts against audio recordings.

III. Post Interview

A. Data Storage & Security

- Secure Hard Copy Storage

- The researcher keeps the physical document secured to maintain data confidentiality.

B. Data Destruction

- Digital Data Deletion

- The files are permanently deleted after the study is done.



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- Physical Data Shredding
 - The printed documents are destroyed by the researchers to protect the participants' information.

Analysis of Information

This study employed thematic analysis to provide the opportunity to go through data in a methodical and thorough way to identify themes and patterns (Caulfield, 2019). This approach will allow systematic examination of strategies employed by family businesses in Silang, Cavite. The following are steps in analyzing the data.

First, the researchers transcribed the recorded interview that the researchers conducted from the selected participants. Then the researchers coded the transcribed interview by highlighting the same or similar answers from the participants. Thereafter, the researchers themed the coded data by grouping the similar answers of the selected participants per number. Lastly, the researchers combined the collated data into broader themes based on the Statement of the Problem (SOP).

Ethical Considerations

Ethical considerations are crucial in research as they ensure the protection of participants' rights, privacy, and autonomy, fostering trust and integrity while enhancing the credibility and validity of the study's findings. In conducting this research, ethical standards are upheld by first obtaining informed consent from participants, ensuring they are fully aware of the



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study's purpose, procedures, and their right to withdraw at any time without penalty. Furthermore, confidentiality is maintained by anonymizing identities and securely storing data to protect participants' privacy. In addition, the principle of no harm is prioritized by creating a comfortable environment, minimizing potential distress, and safeguarding participants' well-being. Moreover, transparency is ensured through open communication about the research methods, acknowledgment of biases, and honest reporting of findings. To further enhance ethical practices, cultural sensitivity is incorporated by respecting the diverse backgrounds and practices of family businesses. Additionally, fairness and equity are maintained by including a wide range of generational and cultural perspectives. Finally, any conflicts of interest are disclosed to uphold the research's integrity and credibility.



CHAPTER IV

RESULTS AND DISCUSSION

This chapter comprises the analysis, presentation and interpretation of the findings resulting from this study. Discussions are also provided to give a comprehensive explanation of the themes that were generated in response to the objectives set in this study.

Research Findings

SOP 1: What are the common family businesses in Silang, Cavite?

Family businesses in Silang, Cavite, operate across various industries, including food, service, merchandising, and manufacturing. Each sector plays a significant role in the local economy, pre-serving family traditions while adapting to modern business demands.

Firstly, many family businesses in Silang belong to the food industry, which includes restaurants and cafés that are often passed down through generations. One interviewee shared, “*Dahil restaurant ito, so more on foods kami*” (Since this is a restaurant, we focus on food), while another stated, “Private restaurant,” and “*Yung business kasi namin is more on serving ready-to-eat food*” (Our business focuses on serving ready-to-eat food). These responses highlight how food businesses contribute significantly to the local economy by preserving family recipes and ensuring continuity in customer service.



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In addition to the food sector, several family businesses operate in the service industry, including beauty salons, rental services, and repair shops. These businesses provide essential services to the community and are often run by family members working together. Some interviewees mentioned, “Hair salon,” “Garden and landscape services,” and “Rental business,” showcasing the diversity of service-based enterprises in Silang. These businesses thrive by building strong customer relationships and adapting to changing market demands.

Furthermore, some family businesses focus on merchandising, engaging in retail and wholesale trade. These businesses sell a variety of products, from clothing to household items, ensuring accessibility for local consumers. One interviewee shared, “My business here in the market is to produce and retail,” while others said, “Auto supply” and “Buy and sell.” These responses indicate that family-run stores play a vital role in the community’s economic activities, meeting local demands and fostering entrepreneurship.

Moreover, a few family businesses operate in the manufacturing sector, producing goods such as furniture, footwear, and handicrafts. These businesses require specialized skills that are often passed down through generations, ensuring product quality and craftsmanship. One interviewee shared, “*So ang business kasi namin ay yung pag-reuse ng old wood mula sa ginibang structure, then we make it into wood furniture*” (Our business involves reusing old wood from demolished structures and turning it into wooden furniture). Others mentioned, “Footwear” and “Gardening.” These businesses



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contribute to local employment and help preserve traditional skills in Silang, Cavite.

Family businesses in Silang vary in longevity, with some operating for only a few years, while others have lasted for decades. In particular, their longevity often reflects their ability to adapt to market changes, maintain strong customer relationships, and pass down management to the next generation. Some family businesses have been operating for 1 to 10 years, indicating that they are still in the early stages of growth. These businesses focus on building their customer base and strengthening their operations. One interviewee shared, “Seven years,” while others said, “Ten years,” and “Since 2018 up until now.” Their responses highlight how new family businesses continue to emerge and thrive in the area, adapting to market needs.

On the other hand, other businesses have been passed down for 11 to 20 years, demonstrating their ability to adapt to changing market conditions while maintaining family traditions. One interviewee stated, “*Matagal na ako dito, 15 years*” (I have been here for 15 years), while others mentioned, “Almost 20 years,” and “It has already been 12 years, and I have been managing it myself.” These businesses have built a stable reputation and continue to grow through long-term customer relationships.

In contrast, several businesses in Silang have been running for 21 to 30 years, showcasing resilience and sustained success across generations.



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These businesses have likely undergone leadership transitions while keeping their family values intact. One interviewee mentioned, “28 years,” while others said, “21 years,” and “*Nag-start kami mga 20 years*” (We started around 20 years ago). These businesses have established strong foundations, allowing them to remain competitive over time.

Additionally, some family businesses have operated for 31 to 50 years, signifying strong generational transitions and business continuity. These businesses have adapted to industry trends while preserving their original business foundations. One interviewee shared, “40 years,” while another stated, “49 years.” These responses highlight the long-term economic contributions of family enterprises and their ability to sustain operations through different generations.

Finally, a few family businesses have existed for more than 51 years, making them well-established enterprises deeply rooted in the local economy. These businesses have successfully navigated multiple generational transitions, ensuring their legacy continues. One interviewee said, “60 years,” while others mentioned, “Since 1960-something,” and “*50 years na ito*” (This business has been running for 50 years). These responses reflect the strength and longevity of family-owned businesses in Silang, Cavite, demonstrating how they continue and thrive despite economic changes.

Despite having a long-standing presence in the business industry, some businesses have expanded, while others have not. The responses to whether



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the business has expanded beyond its original location in Silang, Cavite, revealed differing views, each providing insight into the business's current reach and expansion efforts.

For instance, some participants mentioned that their business had expanded beyond its original location in Silang, Cavite. However, upon closer examination, it became clear that the expansion had still occurred within the boundaries of Silang itself. One participant shared, "*Yes, before talaga parang maliit na sari-sari store lang sya, tapos ngayon nag-expand na. Yung truck, from isang truck, ngayon meron na kaming apat, may 15 employees, na dati dalawa lang,*" (Yes, before this store was only a small sari-sari store, then we expanded. We only had one truck before; now we have four and fifteen employees that used to be only two.) Another participant said, "*Sa ngayon ang natitira nalang ay ito, tapos meron sa Lalaan, tapos meron sa Tagaytay,*" (Now the only remaining branch that we have is here (in Silang), and then we also have a branch in Tagaytay.) Another shared, "I have six stalls here in Silang Market." This shows that while the business has increased its presence within Silang, it has not yet expanded to other towns or regions.

In contrast, other participants indicated that their business had not expanded beyond Silang, Cavite. These participants emphasized that the company's operations remain focused solely within Silang, with no efforts made to extend into other towns or regions. One participant said, "*Sa ngayon ito na lang. Ibinenta yung iba.*" (Now, we only have one branch. We sold the others.) Another responded, "*Wala,*" (None.) And another shared, "*Wala pang*



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ibang branch." (We do not have another branch.) These responses suggest that the business remains localized and has not yet pursued geographic expansion.

Furthermore, some participants expressed uncertainty regarding the expansion of their business. While they acknowledged that expansion might be under consideration, it was unclear whether any expansion had already taken place or was still being planned. One participant shared, "*Kasi sa ngayon hindi, syempre, medyo may edad na 'ko,*" (For now, I will expand my business as I am getting old.) Another said, "*Sa ngayon, ito na lang.*" (For now, this is it.) These responses reflect ambiguity, suggesting that while the business may have expansion in mind, no concrete steps have been taken yet.

In conclusion, while some businesses have already opened different branches, others remain focused solely within Silang, Cavite, and some are unsure about expanding their business. When asked whether the business plans to open more branches or expand further within Silang, Cavite, the answers again varied. Some businesses have expansion plans, while others do not, and some are still uncertain about whether expansion is the next step. A few participants stated that they plan to open more branches or expand within Silang, Cavite. This group expressed a belief that the business is looking to increase its presence within the town, possibly by opening additional locations or enhancing its services. One participant shared, "*Oo, dito lang,*" (Yes, only here.) Another said, "*Oo naman, napag-isipan namin, na para makilala yung business namin,*" (Yes, we had to think about it so that



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our business would be known.) Another participant mentioned, "*Meron, may plano.*" (Yes, we have plans.) These responses indicate that there is a forward-thinking approach, with the business planning to grow further within its current operating area.

However, other participants indicated that there were no immediate plans to open more branches or expand further in Silang, Cavite. These participants shared, "*Wala na kaming plano na magdagdag ng branch,*" (We do not have plans to add more branches.) Another said, "As of the moment, no plans for expansion." One participant expressed, "*Hindi na, 'Neng, suko na 'ko.*" (No, dear, I already give up.) These responses suggest that the business is not focused on increasing its physical presence in the area for the time being. Instead, the business may prefer to focus on strengthening its existing operations or managing current resources before considering additional locations.

Lastly, some participants were uncertain about the business's plans to expand or open more branches. While they acknowledged that expansion could be a possibility in the future, they were unsure whether it would happen soon. One participant said, "*Ay, depende.*" (It depends.) This response shows that while expansion is being considered, no clear or immediate plans have been set in place for additional branches. The uncertainty suggests that the business is still evaluating the potential for growth, and any decisions will depend on various factors such as market conditions, financial resources, and overall business strategy.



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SOP 2: What strategies do family businesses in Silang, Cavite employ to ensure continuity during generational transitions?

The strategies businesses use to ensure continuity during generational transitions include fixing the requirements and ensuring smooth leadership succession. To begin with, one of the interviewees shared, *“Pinamana lang sa kin tapos inayos ko na yung papel.”* (I just inherited it and then I sorted out the paper.) Another interviewee echoed this, saying, *“Inayos ko agad yung mga requirements.”* (I immediately arranged the requirements.) Additionally, another interviewee mentioned, *“Kailangan nafaamiliarize na sila habang bata pa, familiarized na sila sa standard at flow ng business, gaya ng transaction kung sino yung mga customer. Kailangan aware na sila sa mga yun.”* (They need to be familiarized while they are young, they need to be familiarized with the standard and flow of the business, like the transaction and who the customers are. They need to be aware of those.) By fixing the requirements, businesses establish clear expectations and guidelines for leadership succession. This approach defines the necessary skills, experience, and qualifications needed for future leaders, ensuring the next generation is adequately prepared. As a result, this process helps reduce uncertainty, minimizes conflicts, and ensures that successors are well-equipped to maintain strategic continuity. Furthermore, having fixed requirements promotes fairness, making the transition smoother and more structured.

In addition to fixing requirements, another strategy that businesses use involves prioritizing interaction, customer satisfaction, and social media



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engagement. One of the interviewees shared, “*abay unang-una, alagaan mo yung customer mo, mahalín mo.*” (Okay first of all, take care of your customer, love them.) Another interviewee added, “*gawin kung ano ang gusto ng customer.*” (Do what the customer wants.) By focusing on customer satisfaction, businesses enhance their charisma and build stronger relationships with their clients. Three of the businesses shared the importance of “*Interaction at customer satisfaction.*” (Interaction and Customer satisfaction). This strategy helps maintain trust even as leadership changes. By prioritizing customer needs and ensuring consistent service quality, businesses can prevent confusion and reassure clients that the company remains reliable. Moreover, open communication with customers allows businesses to gather feedback and adapt to changing market expectations, ensuring that the new generation of leaders continues to meet customer demands effectively.

Finally, utilizing social media to its full potential guarantees a broader reach and a larger audience. However, it is essential to note that social media usage must be monitored at all times because even a single wrongdoing can remain on the internet and may affect the business permanently. Thus, businesses must be cautious and strategic in how they engage with their audience online.

Based on the research, one of the strategies of a business to ensure the business's continuity suggests to have a deeper understanding and love for the work. Having a passion for the job ensures the longevity of the business



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as it creates a vibe where the business and the world becomes one and the other cannot survive without the other. An interviewee stated, "Always love your work", implying that the work is not just a thing that people need to do, rather it is a responsibility that everyone also needs to enjoy. Another interviewee also stated, "*Dapat lagi kang aware*" (you need to be aware at all times), highlights the message that, in order for one to keep his job, he needs to be aware to show appreciation for the job.

Another strategy the research has come across and love of the most common strategy used is through training. Enhancing the skills of every manpower gives the business a solid platform to stand against competitors that are riding fast. Training workers and providing exceptional skills for them gives the business an upper hand in the market. It can be used to develop the business and ensures the continuity due to its various branches across the country. An interviewee stated, "Currently, we train some of our relatives in managing the business. The training includes skills and personality development." It employs a traffic where it instills the necessary yet exceptional skills needed for a job well done in the business. Another interviewee stated, "It is the same, training my employee, that is the best," highlighting that training personnels is not just an obligation, but rather a hobby that the participant enjoys. Lastly, an interviewee also stated, "*Kailangan na may experience sa negosyo*" (experience is needed for the business), implying that the experience is the essential part of the training itself, wherein the workers learn from every mistake that they encountered.



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SOP 3: What are the problems faced by family businesses in Silang, Cavite?

Family businesses in Silang, Cavite, face various challenges that impact their stability and growth. From financial struggles to market competition, these businesses must navigate different obstacles to sustain their operations. One of the most significant challenges they encountered was the effect of the COVID-19 pandemic, which severely disrupted their businesses. The different calamities, like the COVID-19 pandemic, also played a significant role, causing financial difficulties for several businesses. Multiple respondents stated that they experienced financial problems due to COVID. One interviewee explained, *"Wala naman, pero minsan may mga time pag walang buyers, matumal at noong pandemic"* (Nothing really, but sometimes there are times when there are no buyers, sales are slow, and during the pandemic). Another respondent emphasized the broader impact of the crisis, saying, *"Marami syempre tulad nito noong nag-COVID, naapektuhan lahat kasi naglockdown lahat di lang dito sa Pilipinas. Marami... Marami, syempre kapag bumaba yung sales mo, darating yung bayarin hindi mo naman pwedeng sabihin sa mga customers mo na 'Teka muna, wait lang'. Kailangan bayaran mo rin"* (A lot of course, like during COVID, everything was affected because of lockdowns, not just in the Philippines. Of course, when your sales drop, the bills keep coming. You cannot just tell your customers, "Wait a minute", you still have to pay). Another business owner simply described the challenge as *"pandemic mismo"* (the pandemic itself), highlighting how the crisis alone was enough to disrupt business operations. These responses illustrate the



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deep financial strain caused by the pandemic, forcing businesses to deal with declining sales while still having to meet financial obligations.

Moreover, adapting to market changes was also a concern, as a few respondents mentioned that they needed to think of new strategies to sustain their businesses. A family business owner remarked, *"mag-isip ng bagong pagkakakitaan para at least maka-survive"* (Think of new ways to earn so we can at least survive). Another respondent stressed the importance of continuous learning and technological adaptation, stating, *"pagdalo sa seminar at pagsunod sa mga bagong teknolohiya"* (Attending seminars and keeping up with new technologies). Similarly, one interviewee described the ongoing struggle of finding ways to keep the business running, saying, *"nag-iisip ka ng bagong paraan paano ka kikita, basta continuous lang"* (You keep thinking of new ways to earn, just keep going). Thus, these responses highlight how businesses must stay innovative and open to new strategies, whether by adopting new technology, learning from industry trends, or continuously finding new sources of income to remain competitive.

In addition, competition was another recurring challenge for family businesses in Silang, Cavite, as they struggled to stay ahead in a crowded market. Many businesses reported facing difficulties due to competition with similar establishments, particularly within the food industry. One interviewee pointed out, *"Nakikipagsabayan kami sa pagbibigay ng magandang serbisyo"* (We keep up by providing good service), suggesting that improving service quality is one-way businesses try to differentiate themselves. Another



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respondent mentioned, "*Siguro competition from other food establishments*" (Maybe competition from other food establishments), which highlights that many businesses in the same industry face pressure from rivals offering similar products. A separate interviewee simply stated, "Competitors," emphasizing that the presence of other businesses is a constant challenge that affects sales and customer retention. Therefore, this competition forces businesses to constantly innovate, improve their products or services, and find ways to attract loyal customers. Those who cannot keep up may struggle with declining revenue, which puts their business at risk.

On top of competition, some businesses also experience financial difficulties due to customers failing to pay, which disrupts cash flow and profitability. One respondent explained, "*Minsan nae-encounter ka na hindi nagbabayad*" (Sometimes, you encounter customers who don't pay), indicating that unpaid transactions are a common issue that affects earnings. Another interviewee shared a specific example, stating, "*Umutang ng halaman, hindi nagbayad*" (Borrowed a plant, did not pay back), which shows how small, unpaid debts accumulate over time and negatively impact business finances. Additionally, a respondent noted, "*Pag walang customer, walang kita*" (If there are no customers, there is no profit), reinforcing the idea that businesses heavily rely on consistent customer demand to generate revenue. Thus, without regular customers, businesses struggle to maintain financial stability and cover operational expenses. These responses highlight the financial vulnerabilities of family businesses, particularly in managing unpaid transactions and ensuring a steady flow of income to sustain their operations.



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Furthermore, many respondents identified inflation as a major issue, with rising costs impacting their pricing strategies and profitability. In fact, one interviewee said, *“Epekto ng inflation”* (Effects of inflation) as a key challenge, showing how inflation directly affects business operations. Another interviewee further explained, *“Katulad nito, nagmamahalan na lahat, hindi gaya noon malakas ang kita”* (Like this, all prices are expensive, profits are not as strong as before), which highlights how inflation increases the cost of goods and services, making it harder for businesses to maintain profitability. As a result, as prices of raw materials, utilities, and other essentials continue to rise, businesses struggle to keep their products affordable while still making a profit. Furthermore, one interviewee shared that they encountered supply shortages due to increasing inflation, making it even more challenging to keep their businesses running smoothly. When supply costs increase, businesses must either raise their prices or find alternative ways to cut costs, which can sometimes lead to lower product quality or reduced services. This concludes that inflation is one of the biggest challenges encountered by family businesses, forcing them to constantly adjust to economic changes to sustain their operations.

Finally, some family businesses faced legal issues that affected their ability to operate efficiently. One interviewee stated, *“Wala kaming permit”* (We do not have a permit), which suggests that certain businesses struggle with securing proper documentation, possibly due to the cost or complexity of the process. Without a legal permit, businesses may face penalties or restrictions



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that prevent them from growing or operating smoothly within the industry. Additionally, some businesses experienced challenges related to tax payments, adding to their financial burdens. This was proven by one interviewee who stated, *“Yung pagbabayad ng taxes at sa mga permit”* (Paying taxes and permits), emphasizing how legal requirements contribute to increased expenses. Therefore, government regulations and tax obligations often put additional pressure on small businesses, particularly family-owned ones that may not have the financial resources to handle these costs effectively. However, despite these difficulties, some family businesses have remained resilient, while others continue to find ways to overcome these obstacles through innovation and strategic planning. This demonstrates that adaptability and resourcefulness play a key role in business survival, allowing them to withstand financial and legal difficulties while striving for long-term success.

SOP 4: What are the strategies employed by family businesses in Silang, Cavite to meet the evolving needs of the market while preserving core family values?

The strategies employed by family businesses in Silang, Cavite, to address the evolving needs of the market while safeguarding core family values encompass several approaches. To begin with, adapting to changes in the market is a vital strategy. For instance, one interviewee noted, *“unti-unti lang para makahabol ka sa uso”* (slowly but surely, you will be able to keep up with the trends). This highlights the importance of a gradual approach to stay aligned with new trends. Furthermore, conducting research on new



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products is another crucial aspect, as shared by another interviewee who stated, "*Research sa bagong produkto*" (research in a new product). Similarly, when faced with rising material costs, another business owner explained, "*Pag tumaas yung presyo ng materyales, tataas din ang bayad ng patahi para makahabol*" (when the price of the material increases, the payment for the sewing service also increases to keep up). This demonstrates the necessity of adjusting pricing strategies in response to market fluctuations.

In addition to market adaptation, good leadership and communication play a key role in the success of family businesses. For instance, one interviewee emphasized the significance of communication, saying, "*Yun nga, yung pakikipag-usap sa customer*" (That is it, communication with the customer). This underscores the need to understand customer needs and build strong relationships through open dialogue. Moreover, another interviewee remarked, "Good leadership and good communication," highlighting that effective leadership and transparent communication foster trust among customers and employees. Likewise, the importance of being approachable and courteous was stressed by another respondent who said, "*Makisama ng maayos sa customer*" (getting along well with the customer). This approach ensures customer satisfaction and loyalty.

The training of future business owners stands out as a strategy to ensure long-term success. For example, one interviewee emphasized the importance of guidance, stating, "*Ituro at dapat gawin at hindi dapat gawin*" (Teach them what to do and what not to do.) This approach aims to equip



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successors with the necessary skills and knowledge to manage the business effectively while avoiding pitfalls. Additionally, another interviewee pointed out the value of instilling life lessons, especially honesty and respect, stating, "training and lessons on life, especially honesty and being respectful, are important because of my business here at the market." This highlights that integrity and respect are critical traits for future leaders, even when dealing with challenging customer interactions.

Another strategy is innovating. According to one of the interviewees, "*Gumagamit ng bagong technology*" (using new technology). This response suggests that they are employing different technologies to balance innovation with tradition. The family business owners using new technology are often a means by which innovation is achieved. In the same vein, another interviewee stated, "*Dapat magpalit ka rin ng mga modelo...kasi kapag naluma na yung mga modelo mo hindi na mabibili yun*" (You should also change your models because if your models become outdated, they will not be bought anymore). This response suggests that they immediately replace outdated models because they are no longer selling well. Furthermore, another interviewee mentioned, "*Kailangan magcope up kung ano ang bago at latest, mag-upgrade sa mga bagong ginagamit at materials kasi hindi ka mabibilhan kung hindi mo alam yung trends*" (You need to keep up with what is new and latest, upgrade to the new materials and methods being used, because you will not sell if you do not know the trends). Businesses must embrace change, adopt new technologies, and actively monitor market trends to remain competitive and thrive.



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Discussion

Family businesses in Silang, Cavite, operate in various industries, including service, merchandising, manufacturing, and food. They try to ensure continuity through succession planning, mentorship, training, and good management. However, they face challenges such as financial difficulties, changing market trends, and the impact of generational shifts. One major issue is that many younger family members are not interested in taking over the business, which could lead to leadership gaps or even closures. As new generations focus on different careers and modern business methods, family businesses need to adapt by improving management, using technology, and updating their business models.

This challenge is reflected in a study by Parilla and Santos (2024), which emphasizes the importance of structured leadership succession in ensuring long-term sustainability in family businesses. According to Villanueva, successful succession requires not only formal planning but also alignment with the family values and business culture. This notion of a values-based approach to succession mirrors the struggles observed in Silang, where younger generations, disinterested in traditional business models, may not feel a sense of duty or connection to the family enterprise. This research also highlights the generational divide as a major factor contributing to leadership gaps in Silang, reinforcing the findings of Lata (2020), who pointed out the younger generation's increasing preference for careers outside the family business. Lata highlights the challenge of



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generational shifts and leadership gaps, which is directly reflected in this research. Like in the study by Villanueva, family businesses in Silang struggle with younger generations who are less interested in continuing the family business. The disconnect between generations is a shared issue, emphasizing that family businesses are increasingly facing difficulties in ensuring long-term sustainability due to the reluctance of younger family members to take over the business. Moreover, focus on structured leadership succession mirrors emphasis on the importance of succession planning, mentorship, and training to address these gaps. Both studies agree that formalized succession planning plays a critical role in ensuring continuity and preventing leadership disruption.

However, contrasting perspectives emerge when looking at strategies to overcome these challenges. Gerial and Manala-o (2021) study on Chinese-Filipino and Filipino family businesses suggests that cultural influences often create a sense of duty within the younger generation to take over the business, even if they initially lack interest. This idea of familial duty and the pressure to uphold traditional values contrasts with the findings in Silang, where there appears to be a marked disinterest among younger generations in continuing the family business. While this generational disconnect poses a challenge, Agustin and Luna argue that a balance between tradition and modernity is crucial for long-term success. This aligns with the findings in Silang, where family businesses that embrace modern business practices and technological tools alongside their traditional methods are more likely to attract younger successors.



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Governance structures also play a critical role in facilitating succession, as highlighted in Morris et al.'s (1996) research. The study suggests that the introduction of formal governance structures, such as family councils or advisory boards, can help mitigate family conflicts and provide clarity during leadership transitions. This perspective contrasts with the more informal approach often adopted by family businesses in Silang, where reliance on family dynamics without formalized governance can lead to confusion and disputes. In this research, it is observed that businesses in Silang would likely benefit from implementing such governance structures, as they could help ensure smoother transitions and more effective decision-making. The absence of clear roles and processes in Silang's family businesses often results in leadership challenges, especially during succession. This lack of formal structures can lead to disagreements among family members and hinder the strategic direction of the business. Introducing formal governance could also empower younger generations to take on leadership roles with greater confidence, as it would provide a clearer framework for decision-making and conflict resolution. Additionally, formalized structures would facilitate better communication, helping family members align on business objectives and expectations. In conclusion, implementing formal governance structures in Silang could offer family businesses the clarity and organization necessary to navigate leadership transitions, reduce conflicts, and improve decision-making, thereby increasing their chances of long-term success.



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CHAPTER V

SUMMARY, CONCLUSIONS, AND RECOMMENDATIONS

This chapter presents the summary of the study, conclusions, and recommendations of the study based on the data analyzed from the previous chapter.

Summary

This study analyzed the possible strategies of common types of family businesses, which then can be utilized for the next generations. This descriptive study interviewed 30 local family businesses in Silang, Cavite.

Findings on the super-ordinate themes, subordinate themes, and subcategory that emerged from the data are as follows:

1. Common Types of Family Businesses

1.1. Food Industry

1.1.1. Restaurants

1.1.2. Cafes

1.2. Service Industry

1.2.1. Beauty Salons

1.2.2. Rental Services

1.2.3. Repair Shops

1.2.4. Garden Services



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1.2.5. Landscape Services

1.3. Merchandising

1.3.1. Retail

1.3.2. Wholesale Trade

1.3.3. Clothing

1.3.4. Household Hems

1.3.5. Auto Supply

1.3.6. Buy and Sell

1.4. Manufacturing

1.4.1. Furniture

1.4.2. Footwear

1.4.3. Handicrafts

1.4.4. Gardening

1.4.5. Farming

2. Strategies employed for generational shifts

2.1. Fixing Requirements

2.2. Ensuring Smooth Leadership Transition

2.3. customer Satisfaction

2.3.1. Open Communication



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2.3.2. Service Quality

2.3.3. Building Strong Relationship

2.4. Prioritizing Interaction

2.5. Social media Engagement

2.6. Love For Work

2.7. Training

3. Problems Faced Due Generational Transition

3.1 Pandemic

3.1.1 COVID – 19

3.2 Market Changes

3.2.1 Changing market trends

3.2.2 Customer expectation

3.2.3 New technologies

2.3 Competition

3.4 Inflation

3.5 Financial Difficulties

3.5.1 Rising Cost

3.6 Legal issues

3.6.1 Securing permits

3.6.2 Paying tax



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3.6.3 Managing legal requirements

4. Strategies Employed for Generational Transition

4.1 Market Adaptation

4.1.1 Adapt to market trends

4.1.2 Adjusting pricing strategy

4.2 Good Leadership and Communication

4.3 Training Future Business Owners

4.3.1 Skill

4.3.2 Knowledge

4.3.3 Ethical values

4.4 Innovative

4.4.1 Adopt new technologies

4.4.2 Upgrading models

Conclusions

This study explored the challenges and strategies that family businesses in Silang, Cavite, employed to navigate generational shifts while ensuring long-term sustainability. The findings highlighted that while family businesses were built on strong traditions and values, they often struggled with succession planning and leadership transitions. Many younger family members were reluctant to take over the business due to differing career aspirations, emphasizing the need for structured mentorship programs and leadership development initiatives. Without proper



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succession planning, businesses risked instability and potential closure when leadership changes occurred.

Moreover, the study emphasized the importance of balancing tradition with modernization. While family businesses valued their legacy, adapting to technological advancements, e-commerce, and modern management practices was essential to staying competitive in an evolving market. Financial challenges, changing consumer preferences, and increased market competition also hindered business growth. Family businesses that actively innovated, embraced digitalization, and sought external financial support were more likely to sustain operations and expand their market presence. Strengthening financial literacy and strategic decision-making was crucial in overcoming these economic challenges.

Family businesses in Silang, Cavite, played a significant role in the local economy, but their longevity depended on their ability to evolve while maintaining their core values. To ensure sustainability, these businesses needed to implement proactive succession planning, foster leadership development, and embrace innovation without compromising family traditions. By doing so, they could create a legacy that not only withstood generational transitions but also thrived in an ever-changing business landscape.

Recommendations

This research presents recommendations to strengthen family-owned businesses in Silang, Cavite, by focusing on key areas such as succession planning, leadership development, and market adaptation. By encouraging structured transitions, embracing technology, and fostering continuous



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learning, these businesses can preserve their legacies while staying competitive in an evolving market. The following recommendations aim to guide business owners, aspiring entrepreneurs, policymakers, and future researchers.

Family-Owned Business Owners. Family-owned business owners in Silang, Cavite, are encouraged to invest in structured succession planning and leadership training to ensure smooth generational transitions. Establishing clear guidelines for leadership roles and fostering open communication within the family can help preserve the business legacy. Additionally, embracing new technologies and market research will help businesses stay competitive and relevant in an ever-evolving market, ensuring long-term sustainability.

Next-Generation Proprietors. Next-generation proprietors should focus on acquiring both practical and leadership skills necessary for managing the family business. Engaging in formal education, industry-specific training, and mentorship programs can enhance their ability to manage the business effectively while respecting family traditions. Additionally, they should be proactive in understanding market trends and technological advancements to keep the business dynamic and adaptable.

Other Aspiring Business Owners. Aspiring business owners in Silang, Cavite, are advised to learn from the experiences of family-owned businesses



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by studying successful models of succession planning and market adaptation. They should prioritize building strong customer relationships, invest in quality services or products, and develop strategies for financial management to avoid common pitfalls. Understanding the importance of flexibility and innovation in a competitive market will be crucial for long-term business success.

Department of Trade and Industry (DTI). The Department of Trade and Industry (DTI) should continue to offer educational resources and support for family businesses, particularly in areas like succession planning, financial management, and digital transformation. Providing platforms for networking and knowledge-sharing can help family businesses learn from each other and adapt to market changes. Moreover, DTI can help facilitate access to funding and assistance with navigating legal and regulatory challenges.

Future Researchers. Future researchers should investigate the evolving dynamics of family-owned businesses in Silang, Cavite, particularly how they navigate generational transitions, market adaptation, and technology integration. Studying the role of family values in maintaining business continuity and customer loyalty can provide valuable insights for other family-run enterprises in the region. Further research into the impact of external factors, such as inflation and competition, will also provide a deeper understanding of the challenges and opportunities facing these businesses.



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NATIONAL HIGH SCHOOL

APPENDIXES



**MUNTING ILOG INTEGRATED
NATIONAL HIGH SCHOOL**

Appendix A



DIVISION OFFICE
DIVISION OF CARAGA PROVINCE
MUNTING ILOG INTEGRATED NATIONAL HIGH SCHOOL

Informed Consent

Dear Sir/Madam:

I hope this letter finds you in good health and high spirits. We are Grade 11 ABM students from Munting Ilog Integrated National High School. I am writing to you to seek your voluntary participation in a research study that we are conducting entitled "*Generational Shifts: A Qualitative Examination of Strategic Continuity and Change in Family Business*". The purpose of this study is to examine how family businesses in Silang, Caraga maintain strategic continuity and adapt to changes across generations.

Your participation in this research study is entirely voluntary, and you have the right to refuse to participate or withdraw your consent at any time without any negative consequences. Your decision to participate or decline will not affect your current or future relationship with our school or fellow researchers.

Here are some important details about the research study:

Study Procedures: If you agree to participate, you will be asked to answer our interviews and it includes 21 questions. The estimated duration of your participation will be approximately 30 minutes to one (1) hour.

Confidentiality: We will maintain strict confidentiality of all the information collected during the research study. Your data will be coded and stored securely, and only authorized researchers will have access to it. Any information published or presented will in an aggregated and anonymized form, ensuring your identity remains confidential.

Voluntary Participation: Participation in this research study is entirely voluntary. If you decide to participate, you are free to withdraw your consent or discontinue your involvement at any point without providing a reason and without any penalty or loss of benefits.

By signing below, you indicate that you have read this consent letter, understood the information provided, and voluntarily agree to participate in the research study. You also acknowledge that you have received a copy of this letter for your records.

Thank you so much for your cooperation on this study and God bless!

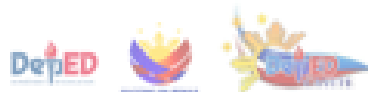
Sincerely,

Marilyn Abraham, Cloie Anulong, Simon Barrientos, Julian Cheng, Kenneth Cornelio, Samantha Labaniego, Kristine Labastida, Andreanem Ocde, Janilla Pascual, Ashley Perlus, Princess Shame Ramirez

Participant's Signature: _____

Participant's Name: _____

Date of Interview: _____



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MUNTING ILOG INTEGRATED
NATIONAL HIGH SCHOOL

Appendix B



DepEd Division Office
Region IX - CARAGA
DIVISION OF CARAGA PROVINCE
MUNTING ILOG INTEGRATED NATIONAL HIGH SCHOOL

Interviewee's Profile

Name: _____

Age: _____

Sex: _____

Date of Birth: _____

Place of Birth: _____

Address: _____

Educational Background: _____

Position in the Family Business: _____

Name of Business: _____

Years of Business: _____

Contact Information: _____

Signature of Interviewee over Printed Name



Purok 3, Munting Ilog, Slang, Caraga



3917-315-5152



caragacris.muntiloscarhamstr@gmail.com



DepEd Tago Munting Ilog Integrated National High School - Caraga



MUNTING ILOG INTEGRATED NATIONAL HIGH SCHOOL

Appendix C



DIVISION OF CARAGA PROVINCE
MUNTING ILOG INTEGRATED NATIONAL HIGH SCHOOL

Interview Questions

1. What types of businesses is your family business own?
2. Why did your family chose that kind of business?
3. How long have your family businesses been in operation
4. Has your business expanded beyond the local area?
5. Do you plan to expand or have more branches in the area?
6. What strategies does your family use to ensure smooth generational transitions?
7. How does your family business prepare the next generation for leadership roles?
8. What are the formal succession plans in place for your family business?
9. How does your family business handle conflicts during generational transitions?
10. What strategies do you use to make your business stand out from the others despite business operations?
11. What are the most common challenges faced by your business?
12. How does your family business deal with competition from non-family businesses?
13. What financial challenges does your family business encounter?
14. How does your family business manage changes in market demand?
15. Are there any regulatory or legal issues that your business face?
16. What are the problems faced by your business due to generational shifts?
17. How does your businesses adapt to changing market trends?
18. What strategies does your family business use to balance innovation with tradition?
19. How does your family maintain their core values while expanding their operations?



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DepEd Tayo Munting Ilog Integrated National High School - Caraga



MUNTING ILOG INTEGRATED
NATIONAL HIGH SCHOOL



DepEd Division Office - Caraga
DIVISION OF CARAGA PROVINCE
MUNTING ILOG INTEGRATED NATIONAL HIGH SCHOOL

20. What strategies do you implement to align the diverse expectations of family members, employees, and customers regarding the innovations of the business?
21. How does your family business ensure that new generations uphold the family's values?

Name and Signature of Interviewee

Name and Signature of Interviewer



Purok 3, Munting Ilog, Sillang, Caraga



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DepEd Tago Munting Ilog Integrated National High School - Caraga



MUNTING ILOG INTEGRATED
NATIONAL HIGH SCHOOL

CURRICULUM VITAE



MUNTING ILOG INTEGRATED
NATIONAL HIGH SCHOOL



MERRILYN B. ABRAHAM

Purok 2 Malaking Tatiao, Silang, Cavite
0967 467 9700
abrahammerrilyn23@gmail.com

PERSONAL INFORMATION

Birthday	April 23, 2008
Birthplace	Dasmariñas, Cavite
Age	16
Father's Name	Marlon B. Abraham
Mother's Name	Noralyn Esguerra Basto
Nationality	Filipino
Religion	Catholic
Civil Status	Single
Language Spoken	English and Filipino
Hobbies	Singing Drawing Reading

REFERENCE

Ivy Filipina Toledo
Teacher
Munting Ilog Integrated National High School
Facebook Account: Ivy Filipina Toledo

Mushmee Detruz
Teacher
Munting Ilog Integrated National High School
Munting Ilog, Silang, Cavite
Facebook Account: Mush Andrade Detruz - Limboc

Alma Mendoza Regis
Teacher
Tatiao Elementary School
Malaking Tatiao, Silang, Cavite
Facebook Account: Alma Mendoza Regis

CAREER OBJECTIVE

To become a Certified Public Accountant (CPA) and work at a top company in the Philippines after graduating, so I can apply my knowledge and grow in the accounting field.

EDUCATION

• SENIOR HIGH SCHOOL

Munting Ilog Integrated National High School (2024-Present)
Munting Ilog, Silang, Cavite

• JUNIOR HIGH SCHOOL

Munting Ilog Integrated National High School (2020-2024)
Munting Ilog, Silang, Cavite
With High Honors

• ELEMENETARY SCHOOL

Tatiao Elementary School (2014-2020)
Malaking Tatiao, Silang, Cavite
With Honors

SKILLS

Analytical Thinking
Fast learner
Problem-Solving
Adaptability
Data Analysis
Organizational Skills
Critical Thinking

Abraham
Merrilyn B. Abraham
GRADE 11- ABM STUDENT



MUNTING ILOG INTEGRATED
NATIONAL HIGH SCHOOL



Clouie Blaire M. Amulong

Purok 2, Balite 1st Silang, Cavite
09454029100
clouieblairea@gmail.com

PERSONAL INFORMATION

Birthday December 24, 2008
Birthplace Silang, Cavite
Age 16 yrs old
Father's Name Zyrus Amulong
Mother's Name Jaynee Martinez
Nationality Filipino
Religion Catholic
Civil Status Single
Language Spoken English and Tagalog
Hobbies Reading & watching

REFERENCE

Christianne Roie A. Carabeo, MACDDS
Munting Ilog Integrated NHS
Research Teacher
09171452217

Ivy F. Toledo
Munting Ilog Integrated NHS
Grade 11 adviser
Ivy Filipina Toledo

Mushmee A. Detruz
Munting Ilog Integrated NHS
Grade 9 adviser
Mushmee Andrade Detruz

CAREER OBJECTIVE

To be a successful flight attendant, delivering exceptional service with passion and heart, ensuring the comfort and safety of passengers while creating memorable travel experiences for people around the world.

EDUCATION

• SENIOR HIGH SCHOOL

Munting Ilog Integrated National High School (2024-Present)
Munting Ilog, Silang, Cavite

• JUNIOR HIGH SCHOOL

Munting Ilog Integrated National Highschool (2020-2024)
Munting Ilog, Silang, Cavite
With Honor

• ELEMELINARY SCHOOL

Balite 1st Elemmentary School(2014-2020)
IBalite 1st Silang, Cavite

SKILLS

- Critical Thinking
- Fast-learner
- Multi-tasking
- Leadership
- Fast decision making

Clouie Blaire M. Amulong
GRADE 11- ABM STUDENT



MUNTING ILOG INTEGRATED
NATIONAL HIGH SCHOOL



SIMON DUSTIN M. BARRIENTOS

528 Munting Ilog, Silang, Cavite
09770358815
simondustin051@gmail.com

PERSONAL INFORMATION

Birthday July 23, 2007
Birthplace Mary Ann Village,
Silang, Cavite
Age 17 years old
Father's Name Ireneo C. Barrientos Jr.
Mother's Name Ria Michelle Barrientos
Nationality Filipino
Religion Roman Catholic
Civil Status Single
Language Spoken Filipino
English
Hobbies Drawing
Playing video games
Listening to music

REFERENCE

Christianne Roie A. Carabeo, MACDDS
Munting Ilog Integrated NHS
Research Teacher
09171452217

Ivy Filipina R. Toledo, BSA
Munting Ilog Integrated NHS
Accounting Teacher

CAREER OBJECTIVE

To establish and grow a successful venture,
enhancing my entrepreneurial skills and
mindset, with a focus on creating a positive
impact and achieving long-term success.

EDUCATION

• **SENIOR HIGH SCHOOL**

Munting Ilog Integrated National High School (2024-Present)
Munting Ilog, Silang, Cavite

• **JUNIOR HIGH SCHOOL**

Munting Ilog Integrated National High School(2020-2024)
Munting Ilog, Silang, Cavite
With Honors

• **ELEMENTARY SCHOOL**

Iba Elementary School
Iba, Silang, Cavite
With Honors

SKILLS

- Effective Communication
- Financial Planning & Budgeting
- Leadership
- Creativity & Innovation
- Adaptability & Resilience


Simon Dustin M. Barrientos
GRADE 11- ABM STUDENT



MUNTING ILOG INTEGRATED
NATIONAL HIGH SCHOOL



JULLIAN KURT S. CHENG

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09458222672
julliankurtcheng12@gmail.com

PERSONAL INFORMATION

Birthday May 12, 2008
Birthplace Silang, Cavite
Age 16 years old
Father's Name Jeffrey Jeff Cheng
Mother's Name Jian Doll Cheng
Nationality Filipino
Religion Christian
Civil Status Single
Language Spoken Filipino
Hobbies Basketball
Drawing
Guitar

REFERENCE

Christianne Role A. Carabeo, MACDDS
Munting Ilog Integrated NHS
Research Teacher
09171452217

Ivy Filipina R. Toledo, BSA
Munting Ilog Integrated NHS
Accounting Teacher

CAREER OBJECTIVE

To be pronounced as a well-known successful chef in the country and with a will and passion to cook for everyone with love.

EDUCATION

• SENIOR HIGH SCHOOL

Munting Ilog Integrated National High School (2024-Present)
Munting Ilog, Silang, Cavite

• JUNIOR HIGH SCHOOL

Munting Ilog Integrated National High School(2020-2024)
Munting Ilog, Silang, Cavite
With Honors

• ELEMELINARY SCHOOL

Saint Gaetano Catanoso School
Ilayang Pulo, Silang, Cavite
With Honors

SKILLS

- Critical thinking
- Multi-tasking
- Time management
- Leadership
- Visual-learner
- Fast decision making

Julian Kurt S. Cheng
GRADE 11- ABM STUDENT



MUNTING ILOG INTEGRATED
NATIONAL HIGH SCHOOL



KENNETH R. CORNELIO

Ilayang Pulo, Iba, Silang, Cavite
09162086984
corneliokenneth20@gmail.com

PERSONAL INFORMATION

Birthday	June 20, 2008
Birthplace	Silang, Cavite
Age	16 Years Old
Father's Name	Menandro R. Cornelio
Mother's Name	Maricel R. Cornelio
Nationality	Filipino
Religion	Roman Catholic
Civil Status	Single
Language Spoken	English and Tagalog
Hobbies	Playing Watching

REFERENCE

Christianne Roie A. Carabeo, MACDDS
Munting Ilog Integrated NHS
Research Teacher
09171452217

Ivy Filipina R. Toledo, BSA
Munting Ilog Integrated NHS
Accounting Teacher

CAREER OBJECTIVE

To secure an entry-level position in a reputable company where I can apply my knowledge and skills in accounting, business, and management, and further develop my experience.

EDUCATION

• SENIOR HIGH SCHOOL

Munting Ilog Integrated National High School (2024-Present)
Munting Ilog, Silang, Cavite

• JUNIOR HIGH SCHOOL

Munting Ilog Integrated National High School (2020 - 2023)
Munting Ilog, Silang, Cavite

• ELEMENETARY SCHOOL

Iba Elementary School (2014 - 2020)
Iba, Silang, Cavite

SKILLS

- Writing
- Critical thinking
- Time Management
- Budgeting
- Accounting

Cornelio
Kenneth R. Cornelio
GRADE 11- ABM STUDENT



MUNTING ILOG INTEGRATED
NATIONAL HIGH SCHOOL



SAMANTHA NICOLE LABANIEGO

St. Matrogate, Tibig, Silang, Cavite
09064906193
formaransamantha5@gmail.com

PERSONAL INFORMATION

Birthday	February 27, 2008
Birthplace	Trece Martires, Cavite
Age	17 years old
Father's Name	Rex E. Labaniego
Mother's Name	Crisandra F. Labaniego
Nationality	Filipino
Religion	Roman Catholic
Civil Status	Single
Language Spoken	English and Tagalog
Hobbies	Reading, Cooking, Watching films/series/documentaries/mukbangs, Singing, Making handicrafts

REFERENCE

Gemmarie M. Bituin
Grade 6 Adviser/Teacher
Tibig Elementary School
Kaong, Silang, Cavite
Facebook Account: Gemmarie Mendoza Bituin

Josephine S. Villanueva
Grade 9 Adviser/Teacher
Munting Ilog Integrated NHS
Paligawan, Silang, Cavite
Facebook Account: Josephine Silva - Villanueva

Lendl Kay T. Manzanilla
Grade 10 Adviser/Teacher
Munting Ilog Integrated NHS
Facebook Account: Kay Tuppil Manzanilla

CAREER OBJECTIVE

To obtain a position where I can enhance my culinary skills and gain valuable experience, with the goal of becoming an accomplished chef. My long-term ambition is to open my own restaurant, where I can combine creativity and passion to offer exceptional dining experiences. I am committed to learning, growing, and contributing to the culinary industry with dedication and professionalism.

EDUCATION

• SENIOR HIGH SCHOOL

Munting Ilog Integrated National High School (2024-Present)
Munting Ilog, Silang, Cavite

• JUNIOR HIGH SCHOOL

Munting Ilog Integrated National High School (2020-2024)
Munting Ilog, Silang, Cavite

• ELEMENETARY SCHOOL

Tibig Elementary School (2014-2020)
Tibig, Silang, Cavite

SKILLS

- Communication Skills
- Customer Service
- Innovative
- Planning and Management
- Interpersonal Skills
- Critical Thinking
- Fast learner

Sflabaniego
Samantha Nicole F. Labaniego
GRADE 11 - ABM STUDENT



MUNTING ILOG INTEGRATED
NATIONAL HIGH SCHOOL



KRISTINE RAQUEL B. LABASTIDA

120 Brgy. Iba Ibaba, Silang, Cavite
0994 079 9704
kristine.labastida@gmail.com

PERSONAL INFORMATION

Birthday	October 5, 2008
Birthplace	Iba, Silang, Cavite
Age	16
Father's Name	Edgar V. Labastida
Mother's Name	Crisanta B. Labastida
Nationality	Filipino
Religion	Catholic
Civil Status	Single
Language Spoken	English and Filipino
Hobbies	Dancing Watching Drawing Reading

REFERENCE

Ivy Filipina Toledo
Teacher
Munting Ilog Integrated National High School
Facebook Account: Ivy Filipina Toledo

Glorybeth B. Balabad
Teacher
Tibig Elementary School
Iba, Silang, Cavite
Facebook Account: GB Balabad-Labastida

Josephine Silva-Villanueva
Teacher
Munting Ilog Integrated National High School
Paligawan, Silang, Cavite
Facebook Account: Josephine Silva-Villanueva

CAREER OBJECTIVE

To further develop my expertise in hospitality and management, I aim to pursue specialized training and certifications within the next year, focusing on enhancing my managerial and organizational skills.

EDUCATION

• SENIOR HIGH SCHOOL

Munting Ilog Integrated National High School (2024-Present)
Munting Ilog, Silang, Cavite

• JUNIOR HIGH SCHOOL

Munting Ilog Integrated National High School (2020-2024)
Munting Ilog, Silang, Cavite

• ELEMENETARY SCHOOL

Sabutan Elementary School (2014-2020)
Sabutan, Silang, Cavite

SKILLS

Accounting
Adaptability
Creativity
Critical Thinking
Managing
Organizing
Multi-tasking

Kristine Raquel B. Labastida
GRADE 11- ABM STUDENT



MUNTING ILOG INTEGRATED
NATIONAL HIGH SCHOOL



JAMILLA KAYE B. PASCUAL

Munting Ilog, Silang, Cavite
09954402009
pascualjamillakaye@gmail.com

PERSONAL INFORMATION

Birthday February 22, 2007
Birthplace Silang, Cavite
Age 18 Years Old
Father's Name Domingo Pascual Jr.
Mother's Name Kathleen B. Pascual
Nationality Filipino
Religion Catholic
Civil Status Single
Language Spoken English and Tagalog
Hobbies Photography
Listening to music
Watching movies

REFERENCE

Christianne Roie A. Carabeo, MACDDS
Munting Ilog Integrated NHS
Research Teacher
09171452217

Ivy Filipina R. Toledo, BSA
Munting Ilog Integrated NHS
Accounting Teacher

CAREER OBJECTIVE

To obtain a position where I can develop my skills in accounting and business management, contribute effectively to a team, and gain hands-on experience in the industry while continuing to grow professionally.

EDUCATION

• SENIOR HIGH SCHOOL

Munting Ilog Integrated National High School (2024-Present)
Munting Ilog, Silang, Cavite

• JUNIOR HIGH SCHOOL

Munting Ilog Integrated National High School (2020 - 2024)
Munting Ilog, Silang, Cavite

• ELEMENETARY SCHOOL

Beulahland Baptist Academy (2014-2017)
Silang West Elementary School (2017-2020)

SKILLS

- Time Management
- Communication Skills
- Collaboration & Teamwork
- Adaptability
- Financial Analysis


Jamilla Kaye B. Pascual
GRADE 11- ABM STUDENT



MUNTING ILOG INTEGRATED
NATIONAL HIGH SCHOOL



ASHLEY NICOLLE PERLAS

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ashleynicolleperlas@gmail.com

PERSONAL INFORMATION

Birthday January 20, 2008
Birthplace Trece Martires Cavite
Age 17 Years Old
Father's Name -
Mother's Name Florence D. Perlas
Nationality Filipino
Religion Catholic
Civil Status Single
Language Spoken English and Tagalog
Hobbies Cooking
Reading
Watching

REFERENCE

Christianne Roie A. Carabeo, MACDDS
Munting Ilog Integrated NHS
Research Teacher
09171452217

Ivy Filipina R. Toledo, BSA
Munting Ilog Integrated NHS
Accounting Teacher
FB: Ivy Filipina Toledo

Jane Catherine Batino
Munting Ilog Integrated NHS
Science Teacher
FB: Jane Batino

CAREER OBJECTIVE

To pursue a degree in Hospitality Management and gain the skills needed to become a successful hotel manager. I am eager to learn, develop leadership abilities, and create excellent guest experiences in the hospitality industry.

EDUCATION

• SENIOR HIGH SCHOOL

Munting Ilog Integrated National High School (2024-Present)
Munting Ilog, Silang, Cavite

• JUNIOR HIGH SCHOOL

Munting Ilog Integrated National High School (2020 - 2024)
Munting Ilog, Silang, Cavite

• ELEMELINARY SCHOOL

Tibig Elementary School (2013-2020)
Tibig, Silang, Cavite

SKILLS

- Writing
- Reading
- Time Management
- Accounting
- Budgeting
- Fast Learner
- Leadership

Ash Perlas
Ashley Nicolle Perlas
GRADE 11- ABM STUDENT



MUNTING ILOG INTEGRATED
NATIONAL HIGH SCHOOL



Andrea Neza Jhanelle Ocde
Malaking Tatiao Silang, Cavite
09754546837
delmonteandreanezajhanelle@gmail.com

PERSONAL INFORMATION

Birthday January 9, 2008
Birthplace Silang, Cavite
Age 17
Father's Name Arnel D. Ocde
Mother's Name Jonalyn D. Ocde
Nationality Filipino
Religion Catholic
Civil Status Single
Language Spoken Tagalog
Hobbies Badminton
Taekwondo
Dancing

REFERENCE

Cathlea Ventura
Munting Ilog Integrated NHS
Grade 10 Adviser
Facebook: Cath Ventura

Ivy Filipina Toledo
Munting Ilog Integrated NHS
Grade 11 Adviser
Facebook: Ivy Filipina Toledo

Christianne Roie A. Carabeo, MACDDS
Munting Ilog Integrated NHS
Research Teacher
09171452217

CAREER OBJECTIVE

To be successful Business woman I will work hard on the famous Businesses in the Philippines and I will build my own future.

EDUCATION

• SENIOR HIGH SCHOOL

Munting Ilog Integrated National High School (2024-Present)
Munting Ilog, Silang, Cavite

• JUNIOR HIGH SCHOOL

Munting Ilog Integrated National Highschool (2020-2024)
Munting Ilog, Silang, Cavite

• ELEMENTARY SCHOOL

Malaking Tatiao Elementary School
Malaking Tatiao Silang, Cavite

SKILLS

- Photography
- Dance
- Leadership

Andrea Neza Jhanelle Ocde
GRADE 11- ABM STUDENT



MUNTING ILOG INTEGRATED
NATIONAL HIGH SCHOOL



PRINCESS SHANE D. RAMIREZ

Tibig, Silang, Cavite
0975 818 5622
princessshaneramirez3@gmail.com

PERSONAL INFORMATION

Birthday December 30, 2008
Birthplace Tibig, Silang, Cavite
Age 16
Father's Name -
Mother's Name Raziel Domdom
Nationality Filipino
Religion Catholic
Civil Status Single
Language Spoken English and Filipino
Singing
Hobbies Watching
Tailoring
Reading

REFERENCE

Ivy Filipina Toledo
Teacher
Munting Ilog Integrated National High School
Facebook Account: Ivy Filipina Toledo

Christine Cordero
Teacher
Munting Ilog Integrated National High School
Munting Ilog, Silang, Cavite
Facebook Account: Christine Cordero Iglesia

Isabelita Reyes Manducdoc
Teacher
Munting Ilog Integrated National High School
Facebook Account: Isabelita Reyes Manducdoc

CAREER OBJECTIVE

To establish myself as a renowned and successful entrepreneur in the country, and to showcase my diverse talents in engaging with customers

EDUCATION

• SENIOR HIGH SCHOOL

Munting Ilog Integrated National High School (2024-Present)
Munting Ilog, Silang, Cavite

• JUNIOR HIGH SCHOOL

Munting Ilog Integrated National High School (2020-2024)
Munting Ilog, Silang, Cavite

• ELEMENETARY SCHOOL

Tibig Elementary School (2014-2020)
Tibig, Silang, Cavite

SKILLS

Communication Skills
Language Skills
Planning
Management
Interpersonal Skills

Princess Shane Ramirez
GRADE 11- ABM STUDENT