

# Lechon (Roast Pig) Business: An Entrepreneur's Experience

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**Abstract.** The researcher work focused upon the various stories of Lechon Business Entrepreneurs. After collecting data through a series of interviews and undergoing processes to describe the primary objective of this research. We were able to explain in detail the challenges, expertise, the relationship among employees and customers, history, experiences and their way of business management. This study intended to explore and discover the story of lechon owners here in Bacolod City. Enormous information was gathered through a face-to-face interview, done three times (3) with three conversation partners. After listening and brainstorming of all the discussions multiple times, the researchers then presented the transcription to each conversation partners for verification. This was done to ensure the credibility of the statements that researchers gathered.

## 1 Introduction

Every business is managed through various business functions that are responsible for managing certain aspects of the business (Sanders, 2014). Entrepreneurship and small businesses are the backbones of economic development all over the world. They play an important role in employment, income and societal changes, particularly in transition economies (Kirby, Watson, & Kuzmina, 2018). Sahut & Peris-Ortiz (2014) stated that innovation in management and products are the factors in handing a successful business. Entrepreneurs explore opportunities, scan the environment, mobilize resources, convert ideas into a viable business proposition and provide new products and services to the society by bringing together and combining various factors of production (Joshi, 2015). Innovative entrepreneurial practices and conceiving new market opportunities (Mbhele, 2011). (Kruger, 2004) stated that “creativity” and “innovation” are linked to the domain and which subjacent constructs of the concepts “creative” and “innovative” can be identified as unique to the entrepreneurship domain. Entrepreneurship studies need to go to the human side the entrepreneurs themselves and their characteristics (Abood, Aboyasim, & Ajloni, 2014).

Business management is a major part of the business; it includes techniques and strategies in how you handle business. It takes you inside the world of business marketing experts (Hutt & Speh, 2007). Although business management is a popular concept, it could also be the case that shared experiences are more enjoyable in general (Boothby, 2014). Most business intelligence tools have been used to enhance risk management, and risk management tools have benefited from business intelligence approaches (Wu, Chen, &

Olson, 2014). To fill this void, the current study examined the direct effects of small business owner expertise on small business performance and the mediating influence of employee skills training in this relationship (Chinomona, 2013). Choosing a business entity include income tax rates, employee retirement benefits, and protection from liability for malpractice claims that are filed against other professionals with whom the individual is practising (Charlton, Fowler, & Ivandick, 2006). Business policy is the study of the roles and responsibilities of top-level management, the significant issues affecting the organizational success and the decisions affecting the organization in the long-run (Shashankdiv, 2014). It involves the concept of lean tools, transportation model and supply chain management in the food processing industry (Patel, Deshpande, & Gujarat, 2015).

Business experience has several lessons for how work experience may best be delivered to the business owners including work experiences. The evidence suggests that work experience is a 'potentially effective' activity for people to engage in and is associated with a range of positive outcomes (Buzzeo & Cifci, 2017). Approaching the creation of family firms from the inside-out vantage point of the founder's personal experiences can be an important element in advancing our understanding of how they form and develop. Experienced entrepreneurs with prior business ownership experience, particularly business failure experience, may be less likely to subsequently report comparative optimism (Ucbasaran, Westhead, Wright, & Flores, 2010). Work experience is a key determinant of entrepreneurial transition, and evidence on the relationship between experience and entrepreneurship features in many entrepreneurship studies (Rider, Thompson, & Tåg, 2016). Entrepreneurial learning from failure and organizational imprinting to develop an evolutionary phase model to explain how prior business failure experience influences successive newly started businesses (Amankwah, Boso, & Antwi, 2018). Most of the business processes in the above sectors are administrative, such as preparation of decisions, inquiries/investigations, processing of complaints, lobbying (Andersson, Tomas Bider, 2002).

Challenges are one of the significant factors that entrepreneurs need to experience for them to learn and make a solution from the problem they might encounter. Various businesses are facing hard times (Melorose, Perroy, & Careas, 2015) and Any kind of business certainly has risks, great or low (Viinikainen, 2013). The challenge to produce innovative products that derive from the creative ideas are supported by skills and knowledge, to make this happen should be implemented into action (Viinikainen, 2013). Small businesses have taken a wait-and-see approach to the challenging economic environment, with most postponing the exploration of any new opportunities at least until there are signs that the economy is improving (Moutray, 2008). As any challenge to the current business situation is not only uncertain, but also unknown and unpredictable (Viinikainen, 2013). All entrepreneurs will at some point feel overwhelmed with the many responsibilities that fall on their shoulders (Kanchana, Divya, & Beegom, 2013). The potential for financial innovation to provide benefits to individuals and institutions around the world has been threatened by the onset and continuing evolution of the global financial crisis (Wurgler, Rosenfeld, Lorsch, & Rakesh Khurana, 2011). Many dissatisfied customers just quietly take their business elsewhere (Clarke & Jones, 2002). Most of the failure is due to numerous challenges facing the sector which borders on the success factors of small businesses (Gumel, 2017).

Relationship to the employees and customers is valued to have a good organization and marketing strategy. Many industries rely on their relationships with stakeholders – customers, employees, as well as those with suppliers and partners, investors and market analysts, and even government regulators, trade associations and other entities that influence the general business climate (Dewydar, 2015). Managing employee relationship is important and valuable to organizational success and achieving competitive advantage

(Osama, 2015). The optimum relationship between managers and employees is so important to build a good organization as well as a good economy (Dewydar, 2015). Relationship marketing is believed to work most effectively when customers are highly involved in the good or service, there is an element of personal interaction, and customers are willing to engage in relationship building activities (Kanyan, Andrew, Ali, & Beti, 2015). The customer experience is a step beyond service in the "progression of economic value" and, like the product or the service, needs designing (Kirkby, Wecksell, Janowski & Berg, 2003). In a service business, one good way for a company to stand out is to provide superior service and try to retain all profitable customers it already has (Alander, 2010). Relationship marketing is believed to work most effectively when customers are highly involved in the good or service, there is an element of personal interaction, and customers are willing to engage in relationship building activities (Kanyan, Andrew, Ali & Beti, 2015).

The researchers wanted to have an analysis as to why Lechon (Roasted Pig) businesses last. A lot of people knew about Lechon and when they're needed, which has a better taste or how crisp is the best lechon is, but not a lot knew the story of the man behind all of it.

#### Objective

The main objective of this story was to explore and discover the experiences of Lechon business owners in Bacolod City, Philippines.

#### Framework

The researchers based the concept of Resource-Based in operation management. This theory was explicated, deep and strong reactions came out (Corte, Barney, Arikan, & Sciarelli, 2013). The principal developments in strategy analysis focused upon the link between strategy and the external environment. The strategic implications of the firm's internal environment have been concerned with issues of strategy implementation and analysis of the organizational processes through which strategies emerge (Grant, 2012).

Entrepreneurial roles are increasing steadily, and now includes venture creators, technopreneurs, intrapreneurs, entrepreneurs, social entrepreneurs, the self-employed and many others (Filion, 2011). The role of culture in business is often underestimated. Especially the success of Business depends to a large extent on the employees' willingness to adapt to a new work environment and eventually accept short-term losses for long-term benefits (Muehlen & Shapiro, 2015).

Business Management is a process in improvement in retained business and customers, provides insights to enterprises into how to design, implement, manage and profit from it (Kirkby, Wecksell & Berg, 2003).

Challenges are a phenomenon where Individual lives disrupted, damaged, in the subject matter and the human beings who suffer as a result of their action (Angel, Razzano, & Grande, 2003). Entrepreneurship has been recognized globally as one of the key factors aiding a nation's economic development and progress. It has many spins off effects like providing employment to local people, innovation of product and to offer something new to the customers. In addition to this other challenges includes; developing vision and ideas, raising capital, assembling a team, finding the right location, finding the right employees, good customers, overcoming competition, unforeseen challenges an expenses, keeping up with industrial changes and trends and exiting the business (Beegom & Bhavan, 2013).

Relationships constitute the core aspect which connects actors, resources and activities in a business network; There is a strong positive relationship between employee relationship management components and the employee's performance (Osama, 2015).

The experienced industry is to build an entire business or parts of business around a story. This might apply to a single product, an organization or a destination (Mossberg, 2008). (Over and over, leaders present grand, overarching--yet fuzzy--notions of where

they think the company is going. They assume everyone shares their definitions of "vision," "accountability," and "results." The result is often sloppy behavior and misalignment that can cost a company dearly. Effective communication is the leader's most critical tool for doing the essential job of leadership: inspiring the organization to take responsibility for creating a better future (Hamm, 2006).

Financial management is a process of consistent cash flow is necessary for managers to be in control of the company. Making a payment plan with creditors kept them happy and gave him the cash flow necessary to pay his suppliers to keep the business going (Holland, 2006).

Operations management is viewed as a systems-oriented and highly integrative study of methods, tools, processes, and techniques that coordinate "the vital three" (people, systems and processes) with "the central one" (physical and natural resources) in creating and adding value to meet organizational goals and customer requirements at an appropriate cost of acquisition, production, and distribution (McFarlane, 2014). A market entry strategy is the planned method of delivering goods or services to a new target market and distributing them there. When importing or exporting services, it refers to establishing and managing contracts in a foreign country (Sanders, 2009). The optimal structure of the property is provided by the company with a view to its business plan, possibilities and prices of acquiring necessary property in the capital goods market and to always limited financing possibilities (Jiríček & Dostálová, 2010).



**Fig 1.** Schematic Diagram

The study focused on Entrepreneur's Experience in Lechon Business Management. The first theme was indicated as Business Management. Under this theme, there are (3) sub-themes. These are Expertise, Business Operations and Financial Management. The second theme was Business Experiences. The third theme was Challenges. The fourth one was Relationship. Under this theme, there are (2) sub-themes, and these are Dealing with Costumers and Dealing with Employees.

#### **Scope and limitations**

This study included Lechon Business Entrepreneurs who are handling their own business. We interviewed with (3) business owners in ranging of 35-56 years of age (2 females and one male) and handling business for more than five years. The study was

conducted on December 2017 to March 2018 in Bacolod City, Negros Occidental, Philippines

The researchers conducted the study using the qualitative narrative inquiry. This method was used in the way of conducting an individual interview in each conversation partner.

### **Significance of the Study**

The study may be significant to the following:

**Lechon Business owners.** This study may help their business to be more reliable to other researchers who are willing to gather some information about the certain topic related to their business and to be able to share their stories to the researchers as they operationally operate continuously.

**Bachelor of Science in Hospitality Students.** It is for the students to gain more reliable knowledge about the stories of the lechon owners as they used it in their future studies related to a certain topic.

**Researchers.** This study may enable the researchers to gather some reliable information as they used it to be the support to their studies, to let them know and differentiate the operational status of each lechon establishment in Bacolod.

**Future researchers.** To know the process of how lechon products are made. The study may provide them with reliable information that they can use in the future and for them to have a source of data in their research, for their easy data collection.

### **Definition of terms**

**Lechon** (Roasted Pig). Lechon: [litson] roast pig with lemon grass or tamarind leaf stuffing (Root, 2003).

In this study, lechon is one of the most famous delicacies here in the Philippines, almost every family in the country, lechon is the number one dish in their table on every special occasion.

**Owner/manager.** Owner-manager can shape the corporate culture and enact values other than profit (Fassin, Van Rossem, & Buelens, 2011).

Operationally, the one who organizes business and it is an individual who sets a business taking some financial risks in the hope of profit.

**Business Management.** This article discusses the handling of transactional business services, which are service compositions that orchestrate and coordinate underlying services to process a high-level business activity (Monsieur, De Rore, Snoeck, & Lemahieu, 2010).

In this investigation, it is a strategic way of how they handle or manage their own business for it to be organized and to have a smooth operation.

**Challenges.** It refers to much learning at work that occurs through doing things and being proactive in seeking learning opportunities, and this requires confidence. Moreover, we noted that confidence arose from successfully meeting challenges in one's work (Maillardet, 2005).

In this study, the researchers used it as a lesson for their business to functionally operate, with this challenge, they take it as positive feedback for them to learn what their weaknesses are and what needs to be improved or to avoid such scenario.

**Experiences.** Experience is one of the most-used terms in (science) education, and it is recognized as being related to learning (education). What experience is and how it is related to learning and change remains untheorized (Roth & Jornet, 2014).

Operationally, skills and knowledge can be learned daily, and through this, they know how to handle a certain situation.

**Relationship.** Relationships are the foundation and theme of human life; most human behavior takes place in the context of the individual's relationships with others (Reis, Collins, & Berscheid, 2000).

In this study, the connection of the owner to the employees and customers by having a smooth transaction on their everyday routine.

## 2 Method

This chapter contains the research design, research locale, sources of data, Inclusion and Exclusion Criteria, Ethical consideration, Data Collection and. Lastly, the Rigors of findings. All of these are the methods that are used by the researchers during the data gathering. It was used to have a strong valid proof of the information from all different conversation partners that were taken by the researchers.

### Research Design

The researchers used a qualitative research design. The qualitative research design is an accessible and comprehensive 'what is' and 'how to' methods book. It is distinctive in emphasizing the importance of good practice in understanding and undertaking qualitative interviews within the framework of a clear philosophical position. Edwards & Holland, (2013) provided clear and succinct explanations of a range of philosophies and theories of how to know about the social world and a thorough discussion of how to go about researching it using interviews.

The approach of this study is a Narrative Inquiry. Narrative inquiry is an umbrella term that captures personal and human dimensions of experience over time and takes account of the relationship between individual experience and cultural context (Cortez, 2010).

Narrative inquiry, a relatively new qualitative methodology is the study of experience understood narratively (Clandinin & Huber, 2010). It is a way of thinking about and studying, experience. Narrative inquirers think narratively about experience throughout the inquiry. The narrative inquiry follows a recursive, reflexive process of moving from the field (with starting points in telling or living of stories) to field texts (data) to interim and final research texts. Commonplaces of temporality, sociality, and place create a conceptual framework within which different kinds of field texts and different analyses can be used. Narrative inquiry highlights ethical matters as well as shapes new theoretical understandings of people's experiences (Clandinin & Huber, 2010).

The interview is used widely to supplement and extend our knowledge about individual(s) thoughts, feelings thoughts, and behaviors, meanings, interpretations. One of the best ways to achieve this interview is for the interviewer to collect detailed personal information from individuals usually in one to one situations using oral questions (Woods, 2011).

### Research Locale

The study was conducted in Bacolod City, Negros Occidental Philippines

### Sources of Data

**Conversation Partners.** The conversation partners were the owners of Roasted pork business. They were all married and has operated this business for almost ten years and above.

**Inclusion Criteria.** The lechon business owners were male and female 25 yrs. Old and above. They were Owners of Lechon establishment business. They have at least ten years experienced in their field, has a business permit and health certificate.

**Exclusion Criteria.** Lechon business owners who have experienced below five years. Below 18 years of age. Not an owner of lechon business

Gatekeeper. The Gatekeepers are individuals who have the power or influence to grant or refuse access to a field or research setting. Moreover, The person involved in the process to allow or deny another access to someone or something (Mcfadyen & Rankin, 2016).

The gatekeeper of our study was the son of one of our conversation partners.

### **Data Collection**

The researchers have been using the information from the audio recorded interview. Qualitative interviews have been the basis for many important studies across the range of disciplinary fields, but understandings of what it means to carry out such interviews have shifted over time in line with ebbs and flows in the prominence of particular philosophical approaches to understanding the social world and how it works (Edwards & Holland, 2013).

### **Ethical Consideration**

The conversation partners were given an informed consent that provides information about the purpose of the study, procedure and as a subject has a right to refuse or withdraw. The conversation partners are requested to read with understanding and signed before the interview. All of the information is secured as the researchers are responsible in any confidential statements that have been gathered from all of the conversation partners such as giving code in their identity and to ensure the security of the information. After analyzing, the audio recorded data has been deleted from all the devices that are used.

### **Rigors of Findings**

It establishes how confident the researcher is with the truth of the findings based on the research design, informants, and context (Krefting, 2017).

**Credibility.** Credibility theory provides important tools to help the actuary deal with the randomness inherent in the data that he or she analyzes (Dean, 2008).

The researchers used member check to the respondent make sure that the information that the researchers transcribe were correct. The researchers went back to their store to allow them to check our transcription if there were any corrections then signed it.

**Transferability.** Scientific Inquiry provides a forum to facilitate the ongoing process of questioning and evaluating practice, presents informed practice based on available data, and innovates new practices through research and experimental learning (Thomas & Magilvy, 2011).

The researchers utilized purposive sampling in choosing and limiting the conversation partners because the researchers believe that they are the ones who can give a lot of information regarding the study.

Thick descriptions helped the researchers understand well from data collection to production of the report. The researcher can gather a lot of context through the help of respondents.

**Dependability.** The system property that integrates such attributes as reliability, availability, safety, security, survivability, maintainability. The aim of the presentation is to summarize the fundamental concepts of dependability. After a historical perspective, definitions of dependability are given. A structured view of dependability follows, according to a) the threats, i.e., faults, errors and failures, b) the attributes, and c) the means for dependability, that are fault prevention, fault tolerance, fault removal and fault forecasting (Avizienis, Laprie, & Randell, 2001).

The researcher utilized the stepwise replication. The three members of the group did the manual data analysis while the two did the data analysis via analytic software. Then it was compared if the results of the manual data analysis and analytic software were the same.

The researcher applied the audit trail by tracing back all the data from the original statements to check if the data were true and correct. The researcher re-checked each part of the study by reviewing the gathered data.

**Confirmability.** The theoretical and practical implications of the authors' findings are discussed, and avenues for future research are suggested (Tausch, Kenworthy, & Hewstone, 2007). Verification is the process of checking, confirming, making sure, and being certain. In qualitative research, verification refers to the mechanisms used during the process of research to incrementally contribute to ensuring reliability and validity and, thus, the rigor of a study (Chowdhury, 2013).

The researchers used check-re-check and audit trail. Researchers always refer back to the original statements of our conversation partners in the entire coding process until we reached our themes and sub-themes.

### **Data Explication**

Thematic analysis is often the go-to method in most qualitative research. It provides an easily interpretable and concise description of the emergent themes and patterns within a dataset, usually as the foundational phase of interpretation (Braun & Clarke, 2006).

The researchers used thematic analysis as one of the steps for the data explication to identify the themes of the study of the Lechon Business Entrepreneurs Experience in Business Management.

**Familiarizing ourselves with our data.** By this we mean the researcher listening to tapes and watching video material, reading and re-reading the data, making memos and summaries before the formal analysis begins (Braun & Clarke, 2006).

The researchers read and re-read our data familiarize ourselves with the statements of our conversation partners. We looked at each statement and made sure each of these has a complete thought or can be given meaning.

**Generating initial codes.** This phase then involves the production of initial codes from the data. The codes identify a feature of the data that appears interesting to the analyst and refer to “the most basic segment, or element, of the raw data or information that can be assessed in a meaningful way regarding the phenomenon” (Braun & Clarke, 2006).

The researchers started coding each statement using “units of meaning” and were converted into code1, code 2 and cluster of meanings. This was done through the use of code – recode strategy.

**Searching for themes.** They come from reviewing the literature, of course. Richer literature produces more themes. They come from the characteristics of the phenomena being studied. And they come from already-agreed-upon professional definitions, from local common-sense constructs, and researchers’ values, theoretical orientation, and personal experience with the subject matter (Braun & Clarke, 2006).

The researchers used the spreadsheet and text analytics software to identify our cluster of meaning and initial themes.

**Reviewing themes.** It could achieve by organizing oral and write the data into charts and tables. This provided the researchers with the opportunity to identify, compare and determine the data upon which to focus (Braun & Clarke, 2006).

It is like editing written work –the researcher kept on our conversation partner’s sentences if these are aligned with our code and initial themes.

**Defining and naming themes.** You have now begun to identify themes or emergent concepts, and will engage in re-coding to develop more well-defined categories (Braun & Clarke, 2006).

At this point, the researcher defined and further refined the themes and sub-themes we have identified in our analysis. We also analyze the data within them.

**Producing the report.** A business report conveys information to assist in business decision-making. The business report is the medium in which to present this information. Some reports might present the actual solution to solve a business problem; other reports might record past business information that is used toward future business planning (Braun & Clarke, 2006).

The task of the write-up of thematic analysis is to tell the complicated story of our data in a way which convinces the reader of the validity of our analysis. Our write-up must provide sufficient evidence of the themes within the data.

### 3 Results and Discussion

This chapter discussed the themes that came out in this study. The researchers had come up with (4) themes based on the data collected through face-to-face interview and narrative inquiry.

In this chapter, it allows the researcher to formulate four themes, which gathered from the collected data with the use of data analysis in qualitative research. This data was collected through face-to-face interview. The first theme was Business Management which has 984 statements; under these themes, there were three (3) Subthemes, these were Operation, Financial Management and Expertise. The second theme was Relationship supported by 143 statements, under these themes, there were two (2) Subthemes which was Handling Customers and Handling Employees, the third themes was Work Experiences supported by 191 statements. Our fourth theme was Challenges supported with 353 statements. The data was collected through face-to-face interview and narrative inquiry.

The intention of this study was to explore and discover the story of lechon business owners here in Bacolod City. Huge information was gathered through a face-to-face interview, done three times (3) with three conversation partners. After listening and brainstorming of all the interviews multiple times, the researchers then presented the transcription to each conversation partners for verification. This was done to ensure the credibility of the statements that the researchers gathered.

Each theme was developed thoroughly described by the exact meaning of each statement from each conversation partners. The interview transcripts were then presented to the conversation partners for checking or verification. This was done to ensure the credibility of the statements and the findings of this investigation. This was done to come up with a rich description of each theme.

#### **Lechon Business Management**

Most business intelligence tools have been used to enhance risk management, and the risk management tools have benefited from business intelligence approaches (Wu, Chen & Olson, 2014). Business is a valuable indication of the current and future economic situation. However, refusals are very common in this co, next and may induce bias in the estimates of interest (Borgoni, Marasini, & Quatto, 2012). The essence of a business model is in defining how the enterprise delivers value to customers, entices customers to pay for value, and converts those payments to profit (Teece, 2010). The basic goal of creating profit and increasing the market value of the company – also ensuring the financial solvency of the company and its efficient financing in the operational and investment field (Jiríček & Dostálová, 2010).

**Business Operation.** Strategy in a business organization is essentially about how the organization seeks to survive and prosper within its environment over the long-term. The decisions and actions taken within its operations have a direct impact on the basis on which an organization can do this (Barnes, 2008). Managing operations is important, exciting and challenging, and it's central to successful organizational performance (Slack, Chambers, & Johnston, 2010). An organization's operations function is concerned with getting things done; producing goods and/or services for customers (Barnes, 2008). Controlling for a worker's income bracket and work hours duration, having work schedule

flexibility in the form of an ability to take time off during the work day and, to a somewhat lesser extent, to vary starting and quitting times daily, are both associated with greater happiness, whereas an ability to refuse overtime work is weak at best (Golden, Henly, & Lambert, 2013).

The following are their statements:

**CP1:** *Hindi ah, anhon ni namon ya, bali ano kami ni ya mag order ni ya amo pag obra namon hindi kay siling nga ma obra kalang nga ma obra, pirde kada karon, kung ano ang order amo lang na ang lutuon.* (No. What we do is that when you order, that's when we work, we don't just work and work non-stop. In that case, you'll lose. Whatever the order will be, that's what we'll cook.)

**CP1:** *Stable lang ah amo na makaluto adlaw adlaw man kami galuto ah stable lang indi lang magpa sobra kay kung magpa sobra ka ga need ka naman sang tawo nga damo.*(It's just stable. We have ordered every day. We don't want to go overboard because then; you'll need more people.)

**CP1:** *Pero usually gid ang peak seasons gid ya nga sako-ay Friday and Sunday weekends nana sa kay man ara ang party sa weekends mo Friday, Saturday and Sunday.* (But usually, the peak days that we are busy are Friday and on the weekend. This happens because there are always parties during Fridays, Saturdays, and Sundays.)

**CP2:** *Wala pa gid kami to suki nga damo mo nga order, mga retail maka pa ubos man kami mga kinse kabilog sa isa ka semana.* (We don't have many loyal customers that order that time. If we retail it we can sell it all, 15 lechons in 1 week.)

**CP2:** *Ang display da namon alas otso kay gina ihaw, asta ano asta alas dyes kung wala baklanay himuson nana namon amon lechon ya.* (Our display starts at 8 am because we have to cook it until 10 pm. If no one will buy it we clean it up and remove it from the display.)

**CP2:** *Oo kada semana gid na ya kay kada semana man may ma ga order mo may mga baligya halos adlaw adlaw may mga baligya kung may baboy lang kung may mga order amo lang na.* (Yes, it's every week because there are orders. There are sales mostly every day if there are pigs.)

**CP3:** *Kung may order ko aga ti aga pa kami to eh, like kung may Manila pa bi first flight dapat alas dose midnight ato na kami na to kay ipadala ko pa na siya airport dal-on ko pa na sa airport.* (If we have an order that needs to be done as soon as possible, then we go there early. For example, if the customers have a flight first thing in the morning, then we would be going to the station at midnight because the product will have to be sent to the airport.)

**CP3:** *Nga everyday may ubra kamu mo bisan isa lang na ya ka adlaw bisan isa lang na ya ka baboy ya or lechon ya good nana ya para sa ila kay ti ubra nana ya mo kay ti malipay man sila mo bawi man.* (Getting orders every day even if it is only one order a day it was already a good trade that'll make you happy that you made something for the day)

**CP3:** *Oo ang isa ko na ka tawo ga timpla dayon lain mana ang sa ga ihaw, lain mana ang sa panakot kag sa timpla sang dinugoan. Tapos lain man ang sa naga lechon. Sila lang na nga tatlo.* (Yes, I have one worker that prepares the ingredients, and there is a different worker that is in charge of grilling. There is also a different worker mixing ingredients, and there is a worker how cooking the lechon, the 3 of them).

Understanding the psychological effects of work schedules is important because an increasing number of people work on schedules that do not conform to the standard (Totterdell, 2005). Operations management enables the efficient utilization of the production systems in a business. Unfortunately, more than any other business area, operations management has a habit of forgetting the lessons of the past and 'reinventing the wheel' (Mulvehill, 2001). The practice of operations management can gain meaningful and significant lessons from proper consideration in the business of current practices (Piercy, 2012). In business, information is abundant. Effective use of that information to inform and drive business operations is a challenge (Padmanabhan, Hevner, Cuenco, & Shi, 2011).

**Expertise.** An approach assumes a steady progression from novice to expert as a function of training as well as years of experience often without measures of reproducible skill (Reimann & Markauskaite, 2018). Expertise is an antecedent to being able to develop and apply it effectively. This is the cornerstone of human capital and talent management (Kokkonen & Bandara, 2010). Skills can be described as the best or proper way of carrying out tasks related to the farming business expertise is generally defined as 'expert skill or knowledge: the skill, experience, or opinion possessed by an expert (Reimann & Markauskaite, 2018).

The following are their statements:

**CP1:** *Te ako man lang nag tudlo sa ila sang una asta sila subong naka balo te mas better pagid ya kay naka balo ko ya mo compare sa ila. Isa ko lang sila ka hambal ya ara kay naka balo ko ya mo.* (I was the one who taught them until they have learned, so it's better because I know how it works. I only have to tell them once because I know better than they do.)

**CP1:** *Kung may ara ka may kulang dalagan ka sa iban nga kumprahan kaysa ma sagod ka. Okay, man na pero te ang expenses mo naga dugang naman kag ang importante gid ang local nga wala sang ma complain simo di bala?* (Whenever you lack supply, you just run to suppliers rather than raising pigs yourself. That's okay also, but then there will be more expenses. What's important is the locals and that they won't complain about you, am I right?)

**CP1:** *Mag shortage stock dira gid kamo nada ma ano, ikaw nga tag iya dapat may knowledge ka gid di ka ni pwede ka negosyo nga wala ka knowledge ang tag-iya, ano masalig ka sa tawo.* (When you'll have a shortage of stock, that's when it'll happen, you as the owner should know, it can't have a business if you as an owner do not know, what will you do? Entrust it to other people?)

**CP2:** *Huo sa amon. Kay bal-an mo samon di lain lain man ang timpla mo ti depende sa customer kung ma uyonan timpla mo ma balik balik gid na. Diba?* (Yes, because there are different types of cooking, depends on the customer if he wants it then he will go back.)

**CP2:** *May ari di gane litsonan nga bayaran ko nila ano nang pila to one-five to bala mo pa timplahon lang ko nila sang sarsa ka baka bala oh parehas ta negosyante timplahan taka nano secret ko na ya waay ko na ya ga ano parehas*

*ta ga litson bahala nada timplahan mo da ya eh. Te amo eh wala ko ya ga timpla kung kwan.* (We even have one here offering to pay me 1,500 pesos to prepare their cow's sauce. Yes, I understand that we're both in the business, but to ask me to make sauces for them is impossible. It's one of my trade secrets, and I don't want someone else to sell the same things I'm selling. So there's that, I don't prepare for anyone else)

**CP3:** *Kapin pagid ikaw maluto sang mga dinuguan da or sarsa da ti aku gid na ya ang gapangamot sang sarsa wala gid ya sang may ga tandog aku lang gid na ya,*(Especially if you're the one who's cooking your dinuguan or sauce, I'm the one who really makes the suace, nobody else touches it, just me.)

The results indicated that a small business owner's expertise positively influences employees' skills training and small business performance in a significant way. The Managerial implications of the findings are discussed, and limitations and future research directions are indicated (Chinomona, 2013). The traditional expertise approach studies the changes in characteristics of individuals' expertise as defined by an increased amount of experience and training, namely from novice to intermediate and to experts (Reimann & Markauskaite, 2018). Expertise depends on the specific exercise of the domain in which it is sought. Much of this learning is implicit and may train the systems involved in solving problems of the area of choice (Posner & Rothbart, 2007).

**Financial Management.** Financial management ensures both strategic and political objectives of a company's top management. Among them, there is – besides the primary goal of creating profit and increasing the market value of the company – also ensuring the financial solvency of the company and its efficient financing in the operational and investment field (Jiríček & Dostálová, 2010). Formal financial services promote financial stability depends on how that access is managed within the regulatory and supervisory framework, especially in terms of financial integrity and consumer protection (Cull, Demirgüç-kunt, & Lyman, 2012). Innovation in financial markets spurred to a significant extent by developments in finance theory and financial econometrics, has played a critical role in spurring economic growth (Plosser, 2009). There are three core elements of financial management: (1) the question of liquidity management and cash flow management. Cash is a company's most precious nonhuman asset. (2) The question of long term asset acquisition--which directs the long term course of business. (3) Questions of funding, capital structure and cost of funding. The most imminent question is liquidity management. A business will never see the long term if it cannot plan an appropriate policy to effectively manage its working capital. Generally, the poor financial management of owner-managers is the main cause underlying the problems of SMEs (Jindrichovska, 2013).

The following are their statements:

**CP1:** *Mga ang howling cost mo siguro madalagan na sa 200 each, howling cost mo oo, ah the kay may ticket kapa na to, ang howling cost mo 200 each gid na siya* (Your howling cost can run up to P200 each, yes, your howling price, and then you'll still need a ticket there, your howling cost will really be 200 each.)

**CP1:** *Sa amon mga 100 pesos na additional na namon, ang iban wala ga additional pero galing kay te sa baboy ka naman to eh.* (With us, it's like a 100 peso extra, some people don't require an additional because it's the pig were talking about)

**CP2:** *Pero kung order ya piho nana nga may ginansya ka kay te na ano mo nana ang mga expenses ya mo na isip mo nana.* (But if it's ordered, we can be sure with the profit, that's why you already have to count your expenses.)

**CP2:** *Nang alsada lang anay bayad utang bala. Baklon to namon sa bukid pagka ano bayad naman dason kwa naman kami baboy. Sang ulihi nga may kulocapital na gapangumptra na gid kami ya.* (We start our business small, loan and pay them after. We will buy it in the mountains and then we will get a pig. At the end when there was a capital, we had groceries.)

**CP3:** *Sa subong nga mag put up sang business like sang lechonan ma come up gid sang dako nga capital eh, space ikaduwa ma invest ka gid na sa space.* (Now, before you can put up your business, like a lechon business. You have to come up with a significant capital, and then you have to invest in space.)

Company's ability to survive is a fundamental uncertainty faced in the preparation and auditing financial statements (Junaidi, Triyatmi, & Nurdiono, 2012). Impairment of financial capacity makes the older individual vulnerable to economic exploitation, may negatively affect their family's financial situation and places strain on relationships within the family (Gardiner, Byrne, Mitchell, & Pachana, 2015). Financial stability has become a key concern in financial regulation. This article examines the regulatory reforms made pursuant to the objective of financial stability (Andenas & Chiu, 2013).

### **Relationship**

Years of Forrester data confirm the strong correlation between the quality of a firm's customer experience and loyalty (Manning, Knott, & Murphy, 2013). Good working relationships give us several other benefits: our work is more enjoyable when we have good relationships with those around us (Pravamayee, 2014). Two studies examined the relationships of employees' perceived skill and challenge at work and need for achievement with their positive mood, intrinsic task interest, and extra-role performance (Eisenberger, Jones, Stinglhamber, Shanock, & Randall, 2005).

**Dealing with customers.** To be successful, organizations must look into the needs and wants of their customers (Singh, 2006). We find that customer satisfaction is positively associated with future customer servicing costs, as well as with customer value. The relation between customer satisfaction and customer value appears non-linear; higher customer satisfaction appears to have a higher return for the most profitable customer segments (Terpstra & Verbeeten, 2014). Customer experience is acknowledged as a dominant objective for organizational strategy, affecting sustainable differentiation from competition (Cetin, Akova, & Kaya, 2014). Customer loyalty refers to the tendency of customers to select one company or product over another so as to satisfy a particular need (Kanyan, Andrew, Ali & Beti, 2015).

The following are their statements:

**CP1:** *Kay kung kis-a ya te may damo pana bisita di man pwede mangakig ka sa customer mo, sige ka lang gyapon duko ka lang pareho kalang daw ano da, nga atubangon mo sila pakanubo ka lang.* (Because sometimes, if there are a lot of guests, you're not allowed to get mad at your customer, keep walking with your head down because it's the same as- lower your pride.)

**CP1:** *Amon ya willing kami da mag ilisan taka, erefund imo kwarta wala kami ga siling hindi pwede, I-refund namon ara lang na ya sa imo kung mang into ka samon,* (We are willing to change it and refund your money, we never say that you can't, we'll refund it, it's up to you if you will trick us.)

**CP1:** *Mayo lang sala mo gina ako mo, kag naka intyindi unless kung hindi ka intyindi ang customer mo, amo gid nada ang mabudlay nga sabton.* (It's good that you own up to your mistakes, because they'll understand, unless your customer doesn't understand, that's what's difficult to answer to).

**CP2:** *Gina tag isa isa gid na kay gina halungan ang panit indi ma ano. Ti amo na gin after sang customer ang panit. Ma reklamo na sila oh nano ni sa ang panit amo na bala na amo na.* (We do it one by one because we take good care of the skin. That is what the customer wants, the skin. They will complain why the skin is like this).

**CP2:** *Te siling ko kung my deperensya gani nga amo na mga problema insigida kamo dayon para ma anohan ta dayon maislan* (So I said there is a defect, that'll be the the problem, so we change it right away.)

**CP2:** *Wala, mga suki ko man lang na ang ga bakal kay tag pila man lang gina bakal nila tag lima kilo tatlo ka kilo amo man lang na. di man gid damo palaksiwon ka laban ubos man gid namon retail da sa gwa.* (None, Only my loyal customers buys it because they buy 5 or 3 kilos, that's it. There are only a few lefts to paksiw because of most of the lechon, we retail it outside.)

**CP3:** *Uhhh. I-make sure ko lang sa ila nga sa next nila nga order pangitaan ko sila nami nga baboy kag paayu'on ko lang sila kag gusto nila amo na te bawi kana lang sa sizes sang baboy kay para hindi man sila ma dismay sa imo.* (uhmm. I make it sure to them in their next order; I'll find them a better pig, I try to appease them. Because that's what they want, you have to make up with the sizes of the pig so that they won't be disappointed in you.)

**CP3:** *Depende simo ma'am ah kag sir, te sige tagaan taka half te tagaan ko lang na sila resibo tapos amo lang na kwaan mo lang sya contact number, address kung di nya pagkwaon te kan-on mo eh.* (It depends on the customer, I will give them half, I will just give them their receipt and get their contact numbers and the address. If they don't get it, we eat it).

**CP3:** *May ara gid na ya mo ma baho gid na ya subong may ma reklamo, ma reklamo naman na ang customer dayun, mahambal sila bag o ni imo nga ano nga panakot mga lamas siling ko huo bag-o na amo ni bala haw, te see to it guid na, Halin sang una sa father ko amo na gina ang gina pa ano ya na sa mga tawo namon mag bakal* (It always happens. There will be some that would smell bad, the customers would then complain. They would ask if I used different ingredients I said, yes. Ever since my father's time, we still use the same ingredients.)

Understanding customer experience and the customer journey over time is critical for firms (Lemon & Verhoef, 2016). Drawing on equity theory, we find that the customer's perceived interactional, procedural, and distributive justice concerning revival activities positively affect his or her revival-specific satisfaction which in turn, has a strong impact on revival performance. Furthermore, revival performance depends on customer characteristics (variety seeking, involvement, age), and the overall customer satisfaction with the relationship (Homburg, Hoyer, & Stock, 2007). Experiences trigger customers to engage in

positive electronic word-of-mouth (eWOM), where the quality of restaurant service (food quality, service quality, atmosphere, and price fairness) is the antecedent of eWOM communication (Jeong & Jang, 2011).

**Dealing with employees.** Performance of employees is a significant concern for all business organizations. A high-performance work system is a distinguishing factor of leading organizations. In many organizations, inadequate policies at managerial level badly affect performance and don't permit employees to produce at their full potential (Aziz, 2011). Workers engaging in voluntary and unrewarded environmental actions that go above and beyond their job requirements in an organizational setting can crucially contribute to a reduced environmental impact of organizations (Temminck, Mearns, & Fruhen, 2015). Employees must be provided with a sense of job security. Managers should be ascertained that all employee contributions, both large and small, are recognized, because receiving recognition for achievements is one of the most fundamental human needs (Sirota, Mischkind, & Meltzer, 2006). The article provides a synthesis of employee motivation theories and explains how employee motivation affects employee retention and other behaviors within organizations (Janotti & Van De Walle, 2005). Satisfactory experiences with service employees triggered positive, motivated by the need to help the restaurant or to express positive feelings (Jeong & Jang, 2011).

The following are their statements:

**CP1:** *Wala man may reklamo nga empleyado kay kabalo ka kaon namun di kaon namun tanan wala man sila gina lainan pagkaon mag kalalaon kami dungan kami, usually sako ti una kami eh sila man dasun pero kun siling nga tawhay dululungan kami tanan.* (No employee complains because when we eat here, it's the same, we all eat together. When it's busy, we take turns eating. But when it's a bit low, we all eat together.)

**CP1:** *Pagutman mo tawo mo ma lagyo na ya.* (it tells about how to be a good leader to all of his workers) (When you starve your workers, they will leave you.)

**CP2:** *Oo diri nalang asta mag after new year puli naman na sila mga petsa dos. Puli naman na sila ti may mga sweldo naman na sila. Te gu-om nana ila sweldo te may ano nana sila sa asawa nila ga inano sa bukid.* (Yes, they stay here until the new year and go home on the 2nd day of January. They will go back because they all have their income. Their income is good enough so they have something to help their wives in the mountain.)

**CP2:** *Sa 150 Dalagko man ila ano hamak mo na bala sulod kaon amo nalang na ila ano sa sulod pa ngape kung maluoy kaman sa ila, sa pulaw.* (At 150 there is a lot, Have mercy on them because they stay up late.)

**CP2:** *Amo nalang na eh kung I kung I ano mo I-supervise mo ang imo mga ano nga ano amhon mo ni nga amo na bala bantayan mo gid para indi ma batok, para indi hilaw. Na.* (That's it, You need to supervise your workers to do this and that, and they should stay watch of the lechon while cooking so that it will not burn, and it will not be raw.)

**CP3:** *Nga inchindihon mo sila tapos gaan mo sila mayo nga, kung may pangayuon sila simo or mag hambal simo ma hulam sila kung mangayo sila day off simo, amo na, amo na tapos kwan lang bala nang inchindihanay lang daw pamilya lang bala sila simo.* (You should understand them and treat them good.)

Whatever they ask for or if they're going to borrow something or they ask for a day off then, understand each other like they are your family,)

**CP3:** *Te pangabudlay sang tawo simo syempre I balik mo man eh, kung ano man da. Ang importante nga intindihon, nga inchindihanay,* (You should return them for their hardwork, Whatever that is, the critical thing to do is to understand each other.)

**CP3:** *Oo, may ara ti gina storya ko lang sila tanan pag istorya ya sa ila indi man gid siling nga superior ka sang gina storya ko sila as nang utod taka mo tiyo taka mo manghod taka mo.* (Yes, I talk to them in a manner where I do not impose a superior personality to them, I treat them as a family)

Investments in training and development of employees can make them more productive or more effective in their jobs, directly contributing to the bottom line (Strebler, 2009). The more that top management wants an internal commitment from its employees, the more it must involve employees in defining work objectives, specifying how to achieve them and setting stretch targets (Carter, 2009). Giving cash incentives is one of the most common ways of uplifting the morale of the employees. On the other hand, there are also non-cash incentives. Team building is also important in the workplace (Miller, 2006). No matter how approachable you may be as a manager, the chances are good that your employees are withholding valuable intelligence from you. Research shows that many people are more likely to keep mum than to raise important questions or suggest new ideas. Companies use a variety of tactics to get people to open up, like “climate” surveys and all-staff feedback sessions (Detert & Burris, 2016).

### **Business Experiences**

Work experience is an established part of life for many veterinary practices (Jarvis, 2010). Work experience identifies models of work experience, including a model which embodies the concept of 'connectivity'. We suggest that this may provide the basis for a productive and useful relationship (Guile & Griffiths, 2010). It has frequently been claimed that work experience can contribute to higher educational standards in schools and higher education and contribute to the development of a flexible, highly-skilled and active labour force (Blackwell, Bowes, & Knight, 2001). We conceptually define and empirically investigate the accumulation of work experience, a concept that refers to the extent to which executives have amassed varied levels of roles and responsibilities in each of the vital work activities that they have encountered throughout their careers (Dragoni, Oh, Vankatwyk, & Tesluk, 2011). Work experience placements provide many opportunities and benefits to both employers and students (Clarke & Jones, 2002).

The following are their statements:

**CP1:** *Mayo lang gani may isa ka sang una kada semana sang una may ara gani nga wala guid kay pagsugod ko gid ya sang una ako lang guid ya may migo lang ko sang una nga isa kabilog duwa lang na kami.* (Before, we only had one orders. I just had a friend, and it was only the two of us who handled the business.)

**CP1:** *Monday to Thursday kis-a gani di mo man ma siling kay kis-a sako man kay kung mag hina ang Friday, Saturday kag Sunday mahataw na sa Monday or Tuesday.* (Monday to Thursday. Sometimes, you can't tell because they're also busy. Because when the business is slow on Friday, Saturday, and Sunday, it will get back shaking on Monday or Tuesday.)

**CP1:** *Biskan diin may appointment ko basta diri lang sa Bacolod ma dalagan ko to dayon, kadtuan ko to kay para bala mabal-an nila nga ga appear ang negosyo biskan*

*pabay-an mo lang.* (Even when I have an appointment, as long as it's here in Bacolod, I'll run there immediately, I'll go there so that they'll know)

**CP2:** *Ang amo na eh naka uyon amon customer eh ga balik balik sila samon order mga manggaranon bala nga ga olorder samon ga balik balik sila sa amon.* (That's when our customers liked the taste. They go back here to order again. The rich people that like our lechon always order here they always go back.)

**CP2:** *Oo sulit sulit lang na ang iban ga tawag lang sa telepono. Oo. Dason ang iban ga kadto gid di eh ma lantaw sang baboy sa tangkal nga gusto mag lantaw ti amo na eh sizes sang akon mga presyo.* (Yes, the keep on coming and calls us to order. Yes, other customers will go directly here to check and choose the pig in our pig pen, so that they can see what the sizes of the pig and the prices are.)

**CP2:** *Ang ipahungod na kung ang baboy na himuon dinuguan gina padugangan na nila baboy nga unod te sya na lang ang gabakal baboy kami nalang na galuto wala na kami gapa charge ya naluto nalang na namon.* (Some want the pig to be made into dinuguan so that they would ask for more pig meat. The customers would be the ones who would look for the pig themselves, and we can just cook it for them. We only charge them for the service)

**CP3:** *Oo, every week ang pinakanubo is seven kabilog, indi man guid siling nga ano nga indi man guid siling nga damo ka order, kung may okasyon eh damo order.* (Yes, the minimum number of orders we get every week is seven pieces. We can't say when we'll get plenty of orders, but we do get a lot of orders whenever there are occasions.)

**CP3:** *Indi man gid damo sa graduation kay ti sa subong daan damo na kami di nga gapang lechon mo, lechonan sang una eh kay dutay kamo, sang dutay pa lang sila nga gapang lechon.* (We don't get a lot of orders for graduation now because of competition, compared to before when there were only a few of us in the business)

**CP3:** *Gina pabalo ko nana siya ahead pa gid para makapangita siya baboy para indi siya mag sala sala akon ga sala sala man ko, kay ma stress man ko mangita man ko sa iban,* (I would let him know ahead of time so he would have enough time to find the pigs and avoid panicking because I too would then get stressed if I had to find a different supplier)

Sharing an experience with another person, without communicating, amplifies one's experience. Both pleasant and unpleasant experiences were more intense when shared (Boothby, 2014). In careers education, the term work experience is generally understood to refer to a time-limited placement that a young person undertakes on an employer's premises while in full-time study (Buzzeo & Cifci, 2017). Work experience may be defined as a placement on employer's premises in which a student carries out a particular task or duty, or a range of tasks or duties, more or less as would an employee, but with the emphasis on the learning aspects of the experience (Buzzeo & Cifci, 2017).

### **Challenges**

Similarly, whether other industries give rise to spheres in which competition takes place in open, intellectual-property-free spaces depends on various factors including the existence in the space of companies with proprietary solutions and the presence of technologies so complex they are vulnerable to inadvertent patent infringement (Alexy & Reitzig, 2012). Customer complaints and switching behavior provide us with important information about customer relationship dynamics (Edvardsson & Roos, 2003). Customer

complaints are expected to have differential moderating effects on the relationship between organizational and supervisory support and these salesperson outcomes (Bell, Mengüç, & Stefani, 2004). Due the nature of the industry, hospitality workers often face work-family conflict (WFC) issues. If not managed properly, WFC can produce many detrimental consequences, including decreased employee performance, job dissatisfaction, lateness, absenteeism, and high turnover (Magnini, 2009).

The following are their statements:

**CP1:** *Ang mga kumprahan to sa iban nga lugar mahal masabay ka na sa ila te ang ratio sang Lechon sa piyak kag piyak lain lain, te basta over booking gakatabo na siya, ina ang gabaton lang kamo nga gabaton.* (The places where you can buy in other areas are expensive, you'll go with them, so the ratio of the lechon from one another is different if you have over booking, it happens, like you accept and accept.)

**CP1:** *Pero ngaa didto ngaa wala man may ga complain nga gamay kung pila kakilo na, waay man te ngaa bi hindi na mahimo sa Bacolod?* (But why is it that nobody complains that their small ones are only this kilo why can't that be done in Bacolod?)

**CP1:** *Mapasindak ka sa customer te waay ka eh, amo lang na kay sa ulihi mag ano kamo indi naman na siya mag order simo kay te amo na eh naislan eh.* (If you are scared of the customer then you will lose, because in the end, when you- they won't order from you anymore because you have already changed it.)

**CP2:** *Kung akigan ka bala ti kundi idul-ong mo lang sila balay pra indi siya mangakig. Serbisyo ano gid mayo ya ka letchon.* (If they get mad at you, you have to bring it at their home so that they won't get crazy. Your service should be excellent.)

**CP2:** *Budlay? Te amo na eh, ang mangabudlay ka sang pulaw bugtaw bantay sang Lechon mo dason orderon Lechon mo yawan kapa panukot budlay mana mo amo na siya.* (It's difficult? That's just it, you'll have to work hard, stay up late to keep an eye on the lechon, and then there are times when you'll have a hard time asking people for the money that they owe you.)

**CP2:** *Bwas pa gali petsa syete gin order siling ya kuno otso, pero sa petsa dyes pa gali...amu na bala, di man nimo na ma ano ang lipat mo, na lipat man sila gani kung ano nga adlaw ila order.* (It's tomorrow. They ordered it on the 7th and said they would get it on the 8th, but it should be picked up on the 10th. That's it; you can't tell when you'll forget stuff. Even the customers forget which day they ordered.)

**CP3:** *Ang bad experience, always ara gid na ya daw challenge lang na kay syempre maka encounter ka mga delayed nga stocks mo kung stress kana tapos aside sa mga customers mo, te I feel bad man kung may mga, may mga reklamo bala.* (The bad experience is always there, it's a challenge because definitely, you'd get to encounter delayed stocks right when you're stressed. Then aside from your customers, you'd feel bad when there's; there are complaints.)

**CP3:** *Let's say subong ya bi kinanglan te, nakaagi na ko na nga may nag order sakon nga nalipatan ko. Pag ka abot ya ma kwa nasa sang baboy sang lechon, siya pana ang customer ko pa na ma kuha. Te waay ko may ihatag, ti gin mayo lng kay nag tawag ang manghod ya sakon amo to nangayo ko pasensya.* (Let's say they need it now, I have experienced that I accepted the order, but I forgot about it. When I arrived, (the customer) was already ready to claim the lechon he/she ordered – given that the customer himself

was the one who requested the order not needing shipping – and I didn't have anything to give him. The good thing was, his sibling was able to call me and I found the chance to ask for forgiveness about the matter.)

**CP3:** *Dayon, may ara pagid kung malipatan mo pagid ang order ya. Na order na bala sa imo pero ang paminsar mo ya sa dason pa ya nga adlaw.* (When I sometimes forget their orders, It has already been ordered, but I thought it was scheduled for the next day.)

Enterprises operating in most industrial and service sectors face various business challenges that exceed the scope of the daily operations and routine activities. Examples are continuous process improvements for increased efficiency, adjustments of the enterprise strategy to new market demands, changing business models due to new competition, new regulations and bylaws requiring operational changes, or technological innovations leading to changed customer behavior and new processes (Sandkuhl, Stirna, & Wißotzki, 2014). The potential for financial innovation to provide benefits to individuals and institutions around the world has been threatened by the onset and continuing evolution of the global financial crisis (Wurgler, Rosenfeld, Lorsch & Khurana, 2011) Small business sector supports the Nigerian economy where it provides employment opportunity to most of its citizens. Most of the failure is due to numerous challenges facing the sector which borders on the success factors of small businesses (Gumel, 2017).

## 4 General Statements

In general, the conversation partners provided us with massive information regarding their stories with the business to determine the stories of the Lechon Business Entrepreneurs.

The first theme of the study introduced as Business Management. Lechon owners have their strategy on how they handle this kind of business. This includes how they operate the establishment by overseeing how the delivery of their services to their customers is being executed. Each entrepreneur was very determined to seek income even if it's not as high as they pleased just for the sake of their daily source of living,

The second theme was Challenges. Each business has its challenges. These challenges proved that it only makes them stronger and have that eagerness to become successful. Each entrepreneur of the business will have that will to overcome these obstacles to improve their business.

The third theme was Business Experiences. Each owner has their own experiences that make them what they are today. It may be a bad or good happening, but it shows that those experiences help develop their skills. Those experiences gave them the ability to make a better resolution for their business.

The fourth theme was Relationship. Each entrepreneur is valuing their employees and their customers in such a different way, handling their customers can give them an advantage in their establishment through good feedback and employees can give them better services especially when dealing with customers

After conducting a research Entitled: Lechon (Roasted Pig) Business: An Entrepreneur's Experience, the researchers were able to know and realize that being an Entrepreneur and building a Lechon Business is not easy as what people think. The Entrepreneurs are facing challenges; they take the risk for their business to develop and make it more competitive in a way of making their product as a first choice of the customers among the Lechon business here in Bacolod City.

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