



## Original Article

# The Management Analysis of Quezon Marketing Cooperative at Poblacion, Quezon, Palawan

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## Abstract

Management Analysis is a step taken to help improve management organization efficiency and resolve operational challenges and issues. This study aimed to identify the challenges Quezon Marketing Cooperative (QMC) faced in its financial management. This paper employed a SWOT Analysis, a survey questionnaire, and focus group discussions among QMC members. The study's findings highlight three main issues affecting QMC's performance. First, a lack of clear policies and guidelines leads to poor record-keeping and the mismanagement of funds. Second, most coop members have low educational qualifications, which limits their functions. Third, low collections of capital build-up payments result in low sales and income, hindering members' participation. Three alternative courses of action (ACAs) were proposed: (1) Forging a Memorandum of Agreement to establish linkages with both government and private sectors to provide technical services and funding for co-op members and business activities; (2) Formulating a standard operating manual for the cooperative, which would give a step-by-step guide on the cooperative's operation procedures and policies; and (3) Hiring short-term technical experts to enhance QMC's operations management. The identified ACAs were evaluated based on a set of decision criteria derived from the objectives of the study: (i) timeliness; (ii) ease of implementation; (iii) resources required; and (iv) cost of implementation. It was recommended that ACA-1 be pursued: Forging a Memorandum of Agreement to establish linkages with both government and private agencies to provide technical services and funding to support the QMC's activities. This alternative course of action complements QMC's operations, ensuring the continuous improvement of its financial performance.

**Keywords:** business and management, management analysis, case study analysis, cooperative challenges, capacity building, financial performance

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## Introduction

A cooperative is a type of people's organization formed and owned or driven by community members. Functioning as both a business organization and a cooperative, members unite to share resources and make collective decisions to address their economic and social needs. Apart from regular businesses, the coop focuses on providing benefits to all members through affordable goods and services and on generating employment opportunities. Thus, establishing a coop is essential to fostering sustainable, inclusive local economic growth and improving the community's quality of life.

The government supports cooperatives through mutual aid and grants as instruments of equity, social justice, and economic development. The Cooperative Development Authority (CDA) was created through Republic Act No. 6939. Its functions are to rationalize government policies and agencies related to cooperatives, and to promote the viability and growth of cooperatives as instruments of equity, social justice, and economic development.

However, the government's financial initiatives are not sufficient to ensure the cooperative's sustainable existence. Specific areas must be addressed: limited budget, absence of a development plan, and organizational operational policies. And if there are policies, the problem is the implementation of those policies by cooperative officers. They may have crafted policies, but the downside is that they do not understand their function. Ultimately, it fails to implement the reason that most micro-small cooperatives failed.

In the Municipality of Quezon, Palawan, is a recognized cooperative, the Quezon Marketing Cooperative (QMC), which originated from the Quezon Seven Stars Multi-Purpose Cooperative (QSSMPCI). However, between 1983 and 2011, the cooperative experienced significant fluctuations, leading many members to withdraw their support and sell their shares. Consequently, the cooperative sold its plant assets, and the person in charge was no longer present. Thereafter, the QMC was founded by the members who disengaged from the original cooperative.

Guided by Republic Act 9520, the coop operates under a formal organizational structure led by a Board of Directors, comprising 29 personnel and five active staff members. Furthermore, the thirty (30) individuals became incorporators and elected seven (7) members to serve as the Board of Directors. The Quezon Marketing Cooperative (QMC) envisions itself as an agent for social and economic change, committed to integrity and social responsibility. The desired outcome is an enhanced quality of life for locals and the social and economic empowerment of community members.

The QMC is a business cooperative focused on agricultural products, including rice trading, frozen goods, meat, and space rental. With the support of the Provincial Cooperative Development Office (PCDO) and Palawan Cooperative Union (PCU), the coop's registration was made possible. On September 30, 2011, it was formally registered at the Cooperative Development Authority (CDA). However, its operations did not run smoothly, as the cooperative faced several problems, including mismanagement of funds and the pursuit of personal interests, resulting in its cessation from 2014 to 2015. Yet in 2016, the officers were re-organized, and the QMC was revived. In 2019, QMC entered into a Memorandum of Agreement with the National Food Authority (NFA) to use its warehouse as a buying station in the Municipality of Quezon. The cooperative also offers a range of production and marketing services designed to sustain operations, generate jobs, and promote eco-friendly livelihoods in Palawan. Its initiatives include food supply distribution, creation of market channels for members, product consolidation from farmers and small-scale raisers, rice trading, warehousing services in partnership with the National Food Authority, and retail operations such as a consumer store and the KADIWA Project Center. The coop offers a variety of commodities: rice, eggs, bananas, cassava, calamansi, vegetables, coconuts, animal feeds, Palawan honey, and fertilizers. Rec-

ognized by the following agencies: the Cooperative Development Authority (CDA), the Department of Agriculture (DA), and the PCA CSO, the cooperative has received awards for leadership, management, and community service. Strengthened by government agencies and partnerships with local institutions, QMC demonstrated community involvement, affirming its role as a credible, socially responsible agricultural provider.

Despite QMC's notable milestones and recognitions, the cooperative continues to lack sufficient knowledge and skills in human resource management, financial management, and transaction recording. These were based on the recommendation of the cooperative's external auditor that training in marketing, organizational management, financial management, and other related economic issues be included as an integral part of the training activities to be provided to the QMC cooperative, to ensure the success of the business undertaking. In addition to these management aspects, the cooperative officers and staff shall also be equipped with technical skills to properly handle, package, and price commodities, thereby enhancing the collaborative project's sustainability and growth. Additionally, all members volunteer their services without compensation, and officers and BOD members initiated payment of membership fees and Capital Build Up to cover necessary expenses in the cooperative's early stages.

In addressing societal needs, the Palawan State University – College of Business and Accountancy aimed to serve as a change agent by adopting QMC towards sustainability, growth, and business enterprise transformation. To enhance QMC members' growth potential and business transformation, this study identified QMC's organizational, operational/technical, marketing, and financial aspects as a baseline for strategic management plans to improve QMC's operations. This research work supports the Sustainable Development Goals (SDGs): (1) No Poverty; (2) Zero Hunger; (4) Quality Education; (5) Gender Equality; (8) Decent Work & Economic Growth; (11) Sustainable Cities and Communities; and (17) Partnerships for the Goals.

## **Objectives of the Study**

This study aimed to establish baseline information on the Quezon Marketing Cooperative to serve as a foundation for possible strategic management plans that will strengthen the cooperative's efficiency and long-term sustainability. It specifically aims to: 1) describe the demographic profile of the Quezon Marketing Cooperative; 2) identify Quezon Marketing Cooperative's strengths, weaknesses, opportunities, and threats (SWOT) in terms of organizational, operational/technical, marketing, and financial aspects; 3) determine the existing capacities of the Quezon Marketing Cooperative in terms of human resource management, financial management, and transaction recording; 4) determine the challenges faced by the Quezon Marketing Cooperative members.

## Conceptual Framework

The cooperative's profile and the members' baseline knowledge and skills are the independent variables in the study. The profile includes the type of cooperative, capitalization, years of operation, number of members, and organizational structure. Regarding baseline knowledge and skills, these include human resource management, financial management, and transaction recording. The factors mentioned above were considered independent variables, as they precede and influence how the cooperative operates and achieves performance outcomes; hence, they provide the basis for the proposed intervention. Meanwhile, the dependent variable is the proposed intervention program, which is the expected output. The said program aims to strengthen and increase the cooperative's performance.

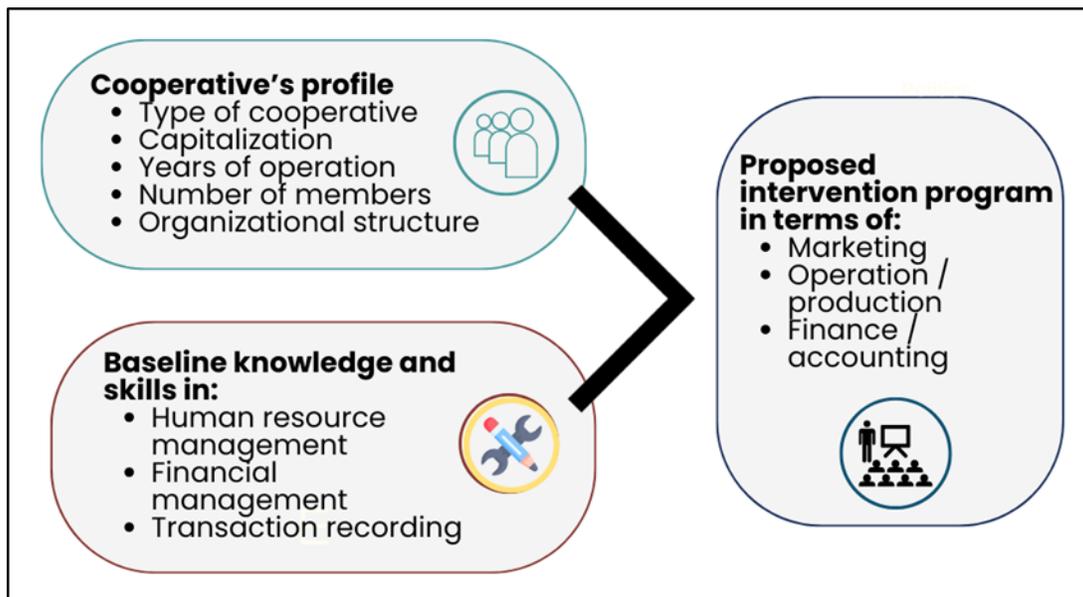


Figure 2. Conceptual Framework on the Cooperative's Profile and Capacities

## Methodology

### Research Design

The research design is qualitative, specifically a descriptive approach, as the study describes the current situation of QMC in terms of the cooperative's profile and operations management. Primary data collection was conducted using a researcher-developed questionnaire and Focus Group Discussions (FGDs). This was supported by a secondary data collection by documentary analysis.

### Research Locale

The study area is located at the Quezon Marketing Cooperative (QMC) in Barangay Alfonso XIII, Municipality of Quezon, Palawan.



**Figure 1.** Location Map of Quezon Marketing Cooperative

## **Participants**

The study participants include the following: Board of Directors (7), employees (6), and active members (39), for a total of 52 participants, all registered cooperative members. Because the population was small, the study decided to include all members rather than select a sample.

## **Data Gathering Procedure**

### ***Survey***

A survey was conducted among the QMC members regarding the cooperative's profile, marketing, operations, and finances. The instrument used is a researcher-made questionnaire divided into two main parts: (1) Organization's Profile, and (2) Management Aspects. The profile covered the type of coop, nature, years of operation, capitalization, number of members, and organization structure. For management, it covered marketing, operations, and finance. The Marketing aspect focused on strategies and monthly income. The operation covered the coop's services and facilities. Lastly, in finance, this covered investments, sources of funds, and the business's annual income.

### ***Document Review***

The document review started with a letter requesting permission from the Board of Director Chairman to gather the data needed for the study, particularly to obtain copies of the documents/reports. The documents reviewed are the following: (1) the Cooperative's Board Resolutions, (2) By-laws for the past three years of operations, (3) Financial annual reports/records, (4) Annual accomplishment reports, (5) Policy and Procedural Guidelines of QMC, and (6) Memorandum Circulars. Also included in the review is the cooperative's legal mandate, namely the Republic Act No. 9520, otherwise known as the Philippine Cooperative Code of 2008.

### ***Key Informant Interview (KII)***

A Key Informant Interview (KII) was conducted with key stakeholders—the Barangay Chairman, QMC Board of Directors, Department of Agriculture, and Cooperative Development Authority—to gather information on their support for QMC and document the cooperative's key milestones and future initiatives.

### ***Focused Group Discussion (FGD)***

To validate the survey results and substantiate the document analysis, a Focused Group Discussion (FGD) was also conducted. Present in the FGD are the Board of Directors, coop members, and other concerned personnel. The discussions covered the cooperative's management, technical, marketing, and financial aspects.

### **Data Analysis**

#### ***Document Analysis***

All the cooperative's reviewed documents and reports, as mentioned above, were systematically examined and interpreted, focusing on aspects of QMC related to human resource management, financial management, and transaction recording.

#### ***SWOT Analysis***

A Strengths, Weaknesses, Opportunities, and Threats (SWOT) analysis was conducted to synthesize and examine the document analysis, insights from the KII, and FGD results. A SWOT analysis was applied to better understand the cooperative's performance in light of its internal capacities and external conditions. The internal factors, which were the management practices, technical capacity, marketing strategies, and financial performance, were assessed to identify the strengths and weaknesses. The external factors: policy environment, market conditions, and community support were the basis for determining the opportunities and threats.

## **Results and Discussion**

### **Quezon Marketing Cooperative's Demographic Profile**

#### ***Type of Cooperative***

The Quezon Marketing Cooperative (QMC) is a consumer cooperative and is classified as a small cooperative under RA 9520. The cooperative serves as an agricultural product center for farmers and small-scale raisers, and provides warehousing services in partnership with the National Food Authority (NFA). The commodities offered include rice, eggs, bananas, cassava, calamansi, vegetables, coconuts, animal feeds, Palawan honey, and fertilizers, as well as consumer and service-oriented activities. Additionally, QMC operates a consumer store, providing accessible goods to its members and the broader community. Apart from trading and marketing, the cooperative also supports producers by supplying agricultural in-

puts, linking farmers to producers, and generating employment opportunities and promoting eco-friendly livelihoods in Palawan.

### ***Capitalization***

Substantial capitalization in a cooperative is fundamental, as it ensures the organization's financial stability and enables effective operation and service expansion. In the case of QMC, the cooperative exhibited slow growth in its financial resources over the past seven (7) years. Although its total assets increased to more than two million pesos by December 2023—representing a 34% increase—this level of capitalization remains inadequate to sustain its business operations. The cooperative's major asset constraints include low accounts receivable, limited inventories for sale, and weak cash collection. As a result of these financial limitations, QMC lacks a sufficient revolving fund to regularly procure goods, thereby limiting its ability to maximize profits.

Furthermore, the cooperative's accounts receivable are inflated due to members' failure to settle their obligations, thereby constraining working capital and delaying payment of required share capital contributions.

## Organizational Structure

### *Board of Directors, Staff, and Members Profile*

According to the latest records, the QMC has 52 members, including the Board of Directors, staff, and regular members. To understand the profile of the cooperative's human capital, crucial for operation planning and management, their educational attainment is presented below:

**Table 1**

*Quezon Marketing Cooperative Educational Attainment*

<b>Educational Attainment</b>	<b>BODs</b>	<b>Staff</b>	<b>Members</b>	<b>Total</b>
Post-Graduate	0	0	0	0
Tech-Vocational Graduate	0	0	3	3
College Graduate	5	3	0	8
College Level	0	0	9	9
High School Graduate	2	3	0	5
High School Level	0	0	6	6
Night School Level	0	0	12	12
Elementary Graduate	0	0	7	7
Elementary Level	0	0	2	2

The majority, twenty-three percent (23%), attained night school level, which comprises the regular members. This is followed by college-level, still from regular members.

Based on the table above, the majority have limited formal education: twelve (12) members are at the night school level, suggesting that many members may have limited access to formal education. Some members have higher education: Nine (9) members are college-level, and eight (8) members are college graduates. This implies that cooperative members have diverse educational backgrounds: The presence of high school graduates and others with varying levels of education suggests that the organization comprises individuals with diverse academic backgrounds. Lab-oyan (2018) emphasized that good management qualifications require sufficient organizational education and experience. Therefore, the diversity of educational backgrounds may require additional support and resources for members with limited formal education, such as mentorship programs or skills training, to help them succeed in their roles. As an organization, QMC has also faced operational problems since 2016, including difficulties in implementing the cooperative management process.

### **Quezon Marketing Cooperative's Strengths, Weaknesses, Opportunities, and Threats (SWOT)**

Quezon Marketing Cooperative's (QMC) organizational internal and external conditions were gathered through FGD, and the identified strengths, weaknesses, opportunities, and threats were analyzed. The dialogue was held with the cooperative's BOD members, cooperative members, CDA representatives, the barangay chairman, and other concerned personnel on organizational, operational/technical, marketing, and financial aspects. The following are the identified results in the cooperative's internal and external environments.

## Internal Environment

Internal conditions, or the environment, refer to the elements within the cooperative that influence its performance and efficiency, such as leadership, membership, and financial resources. Only strengths and weaknesses were identified for the internal environment, as these are most applicable to factors already possessed by the cooperative and under its direct control.

**Table 2**

*Quezon Marketing Cooperative's Internal Environment Strengths and Weaknesses*

Strengths	Weaknesses
1. Strong leadership headed by a competent and dedicated leader	1. Lack of trust/loyalty/support, involvement of members with cooperative activities
2. Well-established and good reputation in the municipality of Quezon and all over Palawan	2. Unclear policies, rules, and regulations
3. Accredited member by CDA, PCA, DA/Member of Palawan Cooperative Unit	3. Lack of technical personnel/staff
4. Existence of organizational structure shows lines of duties, responsibilities, and accountabilities.	4. The structure is not strictly followed.
5. A family-like relationship among members	5. Underpaid staff
6. Availability of land, warehouse and consumer store	6. Absence of established salary and benefits scheme/scale
7. Good relationship with its supplier	7. Low collections of receivables and capital build-up
8. Open communication	8. No proper recording of transactions.
9. Offer relevant goods and services to the needs of the community	9. Too much dependence on borrowed funds/donation/grant-in aid
10. Corporate social responsibility extension program	10. Limited capitalization to support operational requirements
	11. Lack of an accounting system
	12. Limited facilities and equipment
	13. Limited budget for staff training and development
	14. Low sales and profit
	15. Lack of marketing strategy

### *Identified strengths of QMC*

The cooperative demonstrates several notable strengths that contribute to its stability and relevance in the community. Foremost is the presence of strong leadership through a competent and dedicated leader. Effective leadership is fundamental as it contributes significantly to the organization's stability, members' assurance, and the consistency of effective programs and activities. This was similarly reflected in the study by Opata et al. (2014), which found that experience and leadership significantly determine the cooperative's financial performance. Apart from the impact of an effective leader, capacity building of active members can lead to the organization's success (Prakash et al., 2003; Mahazril et al., 2012).

The QMC built its reputation by strengthening its credibility through accreditations from regulatory and partner agencies, including the Cooperative Development Authority (CDA), the Philippine Coconut Authority (PCA), and the Department of Agriculture (DA). Such accreditation not only helps meet regulatory standards but also enhances the organization's legitimacy, access to support services, and eligibility

for programs and partnerships. Such credibility is crucial not only for building trust among members but also among partners, suppliers, and the community, thereby promoting greater collaboration and stakeholder engagement.

A defined organizational structure delineates roles, duties, responsibilities, and accountability. A clear organizational structure promotes efficient operations, coordinated decision-making, and accountability at all levels.

A family-like relationship among members was also identified as one of the organization's strengths. This is characterized by open and transparent communication within the organization. This relationship allows members to freely express their concerns, share ideas, and, importantly, participate in the decision-making process. Moreover, the cooperative's goods and services are responsive to the community's needs, and it consequently implements its social responsibility program in Quezon, Palawan.

Moreover, the cooperative's Corporate Social Responsibility (CSR) Extension Program demonstrates the organization's commitment to community development and social welfare. An extension program was introduced based on the results of the needs assessment for the officials and staff of Quezon Marketing Cooperative. A three (3) years series of training workshops related to marketing, organizational management, financial management, and other related economic issues. The training workshops aim to provide capability-building activities to enhance and strengthen the knowledge and skills of officials, staff, and other concerned personnel to ensure the success of the cooperative business undertaking.

In terms of physical assets, the QMC owns land, a warehouse, and a retail store. These resources are instrumental in efficiently supporting operations, product storage, and overall service delivery. These characteristics reflect the cooperative's solid foundation, thereby ensuring its survival in the economy and even potential expansion.

The availability of adequate resources is coupled with the organization's good relationship with its suppliers. Such camaraderie is equally important as sustained resource support for the coop. The established relationship ensures the timely availability of goods, favorable terms, and reliable supply chains. These factors would contribute to uninterrupted operations and customer satisfaction.

### ***Identified weaknesses of QMC***

Despite substantial strengths, the cooperative is still experiencing problems that hinder growth and efficiency, particularly in human resources and financial management. The QMC has limited full-time human resources due to a lack of technical personnel, limited exposure and training in cooperative operations, low salaries, and the absence of an established salary and benefits scheme. Such a limitation is affecting staff motivation and retention. Elaborating on the lack of technical personnel, there is insufficient capacity in the proper accounting system and transaction recording, along with a limited budget for staff training and development. These appear to be common to other cooperatives, as noted in Aryal's (2015) study, which found that some cooperatives often struggle with the financial literacy of their leaders and members. Accounting skills, financial management, and cash-flow monitoring are all critical to financial sustainability (Ahmad et al., 2018).

From a financial perspective, the cooperative exhibits poor receivables recovery, poor collections of capital build-up from members, and capitalization, with a heavy reliance on borrowed funds, donations, or grants. Furthermore, the cooperative's operational capacity and market competitiveness are hindered by its limited facilities and equipment, low sales and profits, and the absence of a clear marketing strategy.

All the mentioned weaknesses were the result of unclear policies, rules, and regulations governing the designated officials, staff, and members, as they do not know their functions.

The strength is exemplified by its strong foundation in leadership, reputation, and community responsiveness, which provides a solid basis to sustain its operations and support its members. However, governance, financial management, human resources, and operational systems are crucial to be addressed to maximize its existing advantages and overall competitiveness. This further suggests that an established organizational structure is insufficient for efficient operations. Matters such as these were similarly identified in other cooperatives (Cammayo, 2021; Rola, 1988). It also aligns with the findings of Aryal (2015) and Agibalov (2017) that most executive members of agri-cooperatives lack financial literacy. Similarly, Ahmad et al. (2018) emphasized that accounting skills and financial management training are deemed necessary for financial sustainability.

### External Environment

The external environment of a cooperative encompasses factors outside the organization that affect its operations, such as the economy, social, and political factors. The analysis focused only on opportunities and threats in external conditions, since opportunities reflect favorable conditions in the broader environment, while threats point to risks or challenges on a broad scale.

**Table 3**

*Quezon Marketing Cooperative's External Environment Opportunities and Threats*

Opportunities	Threats
1. Strong political influence of the BODs in the municipality of Quezon	1. Changing customers/clients /members' tastes and preferences
2. KADIWA program assembler of farmers' products	2. Changing of the government leader's priority (Government rules, regulations, and policies)
3. Availability of funds from various external funding agencies (donations or, grants) to supplement expenses and support operations.	3. Climate change
4. Networking and linkages with other agencies both private and government	4. Rise of competitors
5. Well-known manufacturer/processor of virgin coconut oil and cooking oil	5. Inflation
6. Send for free capability trainings and seminars in local, regional, and national levels	6. Workforce aging/ health condition
7. Increase in the number of interested members/ investors in agricultural production in the area	7. Emergence of modern technology
8. Established Cooperative Training Center	8. Geographical location
9. Establishment of community-based livelihood program	9. Unstable internet connectivity
10. Development of Palawan-based food products and handicrafts for business	10. Shortage of electric power
11. Leading farm machinery provider in the municipality of Quezon and all over Palawan (Mechanical Dyer, Farm Tractor, Combine Harvester & Others)	11. The imported mentality of people in the locality
	12. Busy schedule of cooperative members
	13. Unwillingness of possible cooperative member to take position
	14. Changes in work preferences/piracy
	15. Funding/budget cut

### ***Identified opportunities of QMC***

In a SWOT analysis for a cooperative, QMC was found to have numerous opportunities amidst its internal limitations. Such opportunities are of considerable importance, as they represent factors that can leverage and improve the organization's overall sustainability.

The primary opportunity lies in the strong political will or influence of its Board of Directors (BODs) within the municipality. This influence paves the way for the cooperative to gain support for its programs and initiatives. This also includes secure access to local government resources, thereby strengthening partnerships with municipal partners. Furthermore, strong political will or interest is crucial for realizing plans or aspirations, as such political leverage can help secure approvals, attract grants, and lobby for policies favorable to the cooperative's growth.

The second opportunity was the KADIWA (Kabalikat sa Kaunlaran ng Kabuhayan) Program Assembler of Farmers' Products. This is a government-led program that promotes the direct marketing of farmers' and local producers' goods to consumers. The cooperative's strong collaboration with this program can efficiently aggregate, market, and distribute farmers' products at fair prices, thereby strengthening linkages with the farming community. This partnership benefits the cooperative through gaining a wider consumer base, additional revenue, and ultimately strengthening its reputation.

The availability of external funding was another essential opportunity the cooperative secured. Various financial supports, such as donations and grants, provide significant advantages to the organization. These funds can fundamentally support programs and finance capacity-building activities, such as what the coop's partnership with Palawan State University aims to achieve. This access to external funding will be advantageous to the coop to sustain its operations. Additionally, with the coop's well-established linkages, integrating the presence of the external funding agencies could improve revenue generation and sustainability (Kivuvo & Olweny, 2014; and Bwana & Mwakujonga, 2013).

Included in the cooperative's wide linkages is its association with a well-known manufacturer or processor of virgin coconut oil and cooking oil. This opportunity can augment the cooperative's portfolio in local produce. Partnering with an established manufacturer strengthens the cooperative's economic position in the demand for coconut-based products.

Although mentioned among the weaknesses, the availability of free capacity-building activities and seminars was still identified as one of the cooperative's opportunities. Maximizing such training is crucial, as it will enhance the skills and competencies of designated officials, staff, and members. This personal investment is essential because it will strengthen the organization's effectiveness and support its long-term sustainability.

In line with the family-like relationship among members, one of the cooperative's strengths, there is also a growing number of individuals interested in investing in and participating in agricultural production. This heightened interest can help expand the membership base and eventually build capital reserves that can serve as an alternative source of funding for its projects and operational maintenance. With growing membership, this can lead to an increase in production, sales, and profit capacity as well.

Another valuable opportunity in the cooperative is the established Cooperative Training Center. This facility supports regular operational activities, including its capacity training. Such a physical asset is vital for a conducive venue for its programs.

Along with the cooperative social corporate responsibility, they have community-based livelihood programs. These programs promote inclusive economic growth not only for the cooperative but integrating the grassroots level. With the program's participatory nature, it can increase member engagement, enhance operational diversity, and create employment opportunities, thereby strengthening the cooperative's social and economic impact.

In line with promoting local products and the economy, the cooperative is also producing Palawan-based food products and handicrafts. This is an opportunity to promote local identity while expanding business ventures, eventually contributing to the sustainable local economic development.

Together with the physical assets and the cooperative's opportunities, it is also the leading provider of farm machinery in the Municipality of Quezon and across Palawan. This presents a strong opportunity in agricultural modernization, hence expanding its services. This also entails additional income through equipment rental or service provision, strengthening its economic position in agricultural development.

### ***Identified threats of QMC***

The cooperative faced several challenges affecting its operations and sustainability. Customers' and members' changing tastes and preferences were the first identified threat that could challenge meeting the market's preferences for goods and services. Noted also were the shifts in government priorities, rules, and policies that can inhibit the smooth implementation of the programs or activities bound by those policies. The cooperative was also not exempt from environmental challenges, with climate change mentioned as a main factor affecting agricultural production.

Economic risks, including inflation, increased competition, and potential funding or budget cuts, were also identified. Among its human resources threats are workforce aging, health concerns, and busy member schedules. Furthermore, amidst the mentioned family-like relations and agricultural production interests, there is reluctance among the members to assume leadership positions or change their work preferences. Additionally, technological and infrastructure limitations included unstable internet connectivity, electricity shortages, and geographical constraints that hampered the smooth flow of operations.

Despite the cooperative's strong local production of goods and services through KADIWA and other local partners, the problem was the imported mindset of local consumers, which further threatened the cooperative's efficiency and competitiveness.

## Conclusion

A cooperative plays a vital role in the economy by contributing to inclusive growth, social equity, and sustainable development. The Quezon Marketing Cooperative (QMC), Poblacion, Quezon, Palawan, has played a role in creating economic opportunities for community members and in serving as a platform to expand linkages with small farmers and microentrepreneurs, thereby increasing income-generating capacity. Evaluating the organizational and operational aspects of a cooperative is imperative to ensuring its efficiency, financial stability, and responsiveness to members' needs. The results revealed that the QMC possesses notable strengths in leadership, an established organizational structure, accreditation with key government agencies, and linkages that support its goods and services. The internal advantages enabled the cooperative to build its reputation and its role in Palawan's economic situation. However, despite considerable strengths, several internal weaknesses limited the cooperative's growth, particularly in financial management, capitalization, unclear policies, inadequate staff compensation and development, and a lack of systematic recording and accounting processes. On the external side, the QMC is advantageous, with numerous opportunities, including government support, the presence of external funding agencies, training initiatives, its capacity to supply agricultural products, and its position as a major farm machinery and product assembler in the province, thereby enhancing market competitiveness.

At the same time, the cooperative faces significant threats, including shifting member preferences, policy shifts, inflation, competition, climate change, technological disruptions, and limited infrastructure, which could constrain its operations if not addressed strategically.

Based on the analyses made, interviews facilitated, SWOT Analysis and decision matrix, and evaluation done, the researcher recommended the adaptation of ACA 1: Forging A Memorandum of Agreement to establish linkages and networking with research universities and funding institution to grant QMC credit to be an extension adopted cooperative to conduct comprehensive re-orientation seminars, trainings, and workshops for all BODs, members and personnel about basic functions of Cooperative marketing, operations/ production, and finance/accounting operations management and its implementation.

By implementing this course of action, a joint and goal-directed activity that link together the functional expertise and skills involves building partnerships with other institutions or agencies provides capacity enhancement program project activities that could provide technical assistance, skills development trainings and different experience and capabilities of the cooperative members and personnel that would result to strong engagement to all the cooperative business project activities and economic decision making. The comprehensive reorientation, training, and workshops would make members and personnel aware of and conscious of the cooperative's operations.

The QMC Chairman should strive to provide the best services to its members, personnel, and clients/consumers. There is a need to strengthen networking between the cooperative and the Palawan State University through its extension unit to enhance the knowledge, skills, and attitudes of its members and personnel. More training, workshops, and seminars should be provided to QMC officials, personnel, members, and other relevant parties to better orient and prepare them.

## **Recommendations**

Human resources capacity is a vital cooperative component that needs to be strengthened across marketing, operations/production, and finance/accounting systems to enhance overall management efficiency and long-term sustainability. The Chairman must prioritize capacity development as they are the ones operating the cooperative. The study also suggests that Higher Learning Institutions (HLIs) consider applying for accreditation with the Cooperative Development Authority (CDA) for faculty serving as Trainers. They may undergo the CDA Training of Trainers (TOT). This is to formally deliver training programs that are aligned with or in accordance with the prescribed training curricula for cooperatives. In particular, this alignment prevents duplication of resources and efforts between the CDA and partner institutions. Establishing a Memorandum of Agreement is considered for conducting training accreditation.

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