



**NON-FOOD RETAIL INDUSTRIES SUPPLY CHAIN RESILIENCE, RISK
MITIGATION, AND MARKET EXPANSION EFFECTIVENESS IN
OZAMIZ CITY**

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CERTIFICATE OF PANEL APPROVAL

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ABSTRACT

This study investigated the interplay between supply chain resilience, risk mitigation, and market expansion effectiveness in pursuit towards non-food retail stores. It was conducted among Non – food retail store Small – Medium Enterprises (SME) in Ozamis City, Misamis Occidental. This study utilized a descriptive-correlational research design. Moreover, the study has identified 651 non – food retail stores small – medium sized, and 240 respondents were recognized using raosoft calculator, but only 220 respondents were qualified, who were chosen through purposive sampling technique. The adapted and modified questionnaires, the Supply Chain Resilience Questionnaire, Risk Mitigation Questionnaire, and Market Expansion Effectiveness Questionnaire, were used to gather data. Frequency, Percentage, Mean, Standard Deviation, and Correlation Coefficient were the statistical tools used in the study. The findings revealed supply chain resilience level was high. In addition, the level of risk mitigation/risk management framework interpreted as high. As such, the non – food retailers’ market expansion effectiveness level was high. Additionally, the correlation between supply chain resilience and market expansion effectiveness towards non – food retail store have a highly significant correlation. Nonetheless, the correlation between risk mitigation/risk management framework and market expansion effectiveness has no significant relationship. The researchers recommend conducting further studies on a broader scope related to the findings.

Keywords: market expansion effectiveness, non-food retail store, risk mitigation, supply chain resilience

This thesis is dedicated to those who have been our foundation throughout this journey.

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INTRODUCTION

Rationale of the Study

The retail industry serves a crucial impact to the economy, considering that it exposes and spreads businesses and products to different places globally. The retail industry leads many countries' list of the biggest contributors to its Gross Domestic Product (GDP). With this, civilian lifestyle and the supply chain are heavily influenced or shaped by the retail market (Bhasin, 2023). In the Philippines, 99.59 percent out of the 1.1M business establishments are micro, small, and medium-sized enterprises (MSMEs). While 90% of this belongs to the micro enterprises, SMEs account for almost 10 percent of the country's businesses. The retail industry along with motor vehicles repair leads the Philippines' MSME (Department of Trade and Industry, 2023).

The retail sector in the Philippines include supermarkets, convenience and department stores, pharmacies or drug stores offer both local goods and international products (*Philippines Retail Sector Companies - Top Company List*, 2024). Recently, e-commerce or online retailing has also grew by 44 percent especially during the pandemic when public movement was restricted. 70 percent of consumers state that they purchase products from online retailers, which leaves about 30% who opt for physical stores or “brick-and-mortar” retailers (Komonov, 2024). With the rise of online retail, physical retail stores struggled in competing with online stores. Considering this problem, many businesses found it better to operate in both physical and online platforms (Ratchford et al., 2022). Although, during the pandemic, many retailers closed operations, the idea of opening an online alternative can be considered as a way to mitigate the specific risks to the business, especially to small and medium-sized enterprises (SME).

Small and medium enterprises (SMEs) make up over 90 percent of the global business landscape, contribute to 55 percent of the GDP in developed nations, and provide jobs for 60 to 70 percent of the workforce, as stipulated by the World Trade Organization (Mamede et al., 2022). However, Ozamiz City's non-food retail sector is confronted with both opportunities and obstacles for expansion.

With its advantageous location as a regional center of trade in Misamis Occidental, the city boasts a variety of retail establishments, gradually increasing market competitiveness as well as neighboring provinces. The local supply chain does, however, continue to have difficulties, mostly because of inadequate infrastructure, difficult transportation, and interruptions from typhoons and other natural disasters that can cause shipping delays and inventory problems (Businessweek & Vigattin Tourism, 2024). Moreover, unexpected incidents usually affect organizations, especially those globalized businesses with a long supply chain, threatening their future and profitability. In this context, overseeing supply chain risks and exploring the tactics that mitigate these dangers along with their 8 potential adverse effects are usually discussed (Baryannis et al., 2019). The growing concern regarding strategies for mitigating supply chain risks has risen sharply, driven by ongoing threats within the supply chain. Nonetheless, in real-world scenarios, managers encounter significant challenges when attempting to enhance suitable risk mitigation strategies due to the ever-increasing risks (Chang et al., 2015; Kurniawan et al., 2017). Supply chain resilience (SCR) is now an important continuous skill for businesses to grow in unpredictable circumstances where global uncertainty keeps rising, and events that problems are inevitable (Hohenstein et al., 2015; Ali et al., 2017). By setting up SCR, businesses can deal with the risk of supply chain disruption and get back to employees achieve their initial working level or a higher one) at a specific pace within a designated timeframe. This enhances the connection between supply chain collaborators and enables them to SCA (Wieland and Wallenburg, 2013; Roberta Pereira et al., 2014; Hohenstein et al., 2015). Ideally, the SCR promotion strategy focuses on its impact on supply chain performance, which posits two dimensions: the capability dimension and the vulnerability dimension (Macdonald et al., 2018). Subsequently, the diversification and expansion of competition, as well as expertise in specific technological domains within a business can help secure a robust market position and enhanced longevity (Vargas et al., 2014). The requirement for administrative and organizational services is crucial in identifying the peak rate of growth and expansion for the

business, which is clearly defined as 13 percent of market share, long side the rate of customer acquisition and sales growth, in which the operational scale of the business increases its growth per unit of designated time.

Regarding the capability dimension, often-cited factors are prediction, adaptation, response, recovery, and the ability to learn (Closs and McGarrell, 2004; Wieland and Wallenburg, 2013; Roberta Pereira et al., 2014; Kamalahmadi and Mellat-Parast, 2015; Brusset and Teller, 2017). Scholars have different ideas about which dimension of SCR is more important, and there is no agreed-upon way to separate the dimensions. Previous studies have looked at how to improve SCR and factors that are important for this goal, like how flexible the supply chain is. (Cheng and Lu 2017), agility (Dubey et al. 2018), visibility (Wang et al. 2017), and coordination (Dabhilkar et al. 2016).

The importance of supply chain resilience from an economic perspective asserts a well- coordinated effort toward diverse risk reduction and resilient tactics (Baghersad and Zobel, 2015; Simchi-Levi et al., 2018). However, selecting a set of resilience strategies is not easy because they all have different implementation costs and levels of perceived success. Supply chain robustness is a broad idea with many parts. Accordingly, a resilient supply chain should embrace all types of resilience capabilities resulting in synergies and trade-offs (Adobor & McMullen, 2018).

Supply Chain Risk Management (SCRM) is a complicated subject with lots of different factors which include random variables and factors that have a stochastic effect on the chance of a risky event happening in this case (Karmanov et al., 2020; Kiseleva et al., 2020). One of the most important jobs of supply chain managers is to control risk in the supply chain. Managing supply chain risks by working together with other people in the supply chain to make sure profits and business stability are what supply chain risk management (SCRM) is all about. The most talked-about aspects of risk in the SCRM writings are the likelihood and severity of losses. So, there needs to be good planning to lower the chances of risks happening and lessen the effect they have on the performance of the supply chain. It is now known that the hardest thing for businesses is dealing with supply chain

risks so they can improve their supply chain performance (Bahroun and Harbi, 2015).

In a supply chain, risk is “the chance that something bad and unexpected will happen that will either directly or indirectly disrupt the chain.” (Garvey et al., 2015). According to several researchers (Fahimnia et al., 2018; Ivanov, 2018; Choi et al., 2001; Xu et al., 2020), they categorize supply chain (SC) risks into two primary categories: operational risks and disruption risks. Operational risks include normal problems in the SC, like lead times and changes in demand. Disruption risks, on the other hand, are mostly about events that happen rarely but have big effects (Hosseini et al., 2019; Kinra et al., 2019).

The pandemic is a great example of both operational and disruption risk to businesses and SMEs internationally. Erdiaw-Kwasie et al. (2023) identified seven (7) risks for SMEs during the pandemic, which are restrictions to public movement, monetary constraints, challenges in operations, difficulties in logistics, delays of business reopening, short-term focus on policies, and lack of experienced workers.

In the highly uncertain global supply chain environment, supply chain resilience asserts as a dynamic ability to succeed along with a suitable risk mitigation strategy. One way to look at risks such as the pandemic is through the adaptation of a corporate risk management model. Through this, SMEs may become less vulnerable to economic challenges brought by unprecedented risks as well as for them to create or enhance their strategies in efficiently handling negative circumstances (Turgay & Aydin, 2023). This risk mitigation model includes seven (7) steps for an SME to follow from identifying the risk and its management steps to adapting it to different risks. Another way to come up with risk management strategies is to follow Ahmed’s (2023) step similar to the first model, which is to build a comprehensive risk management framework. This framework poses five steps for a business to adapt during crises: (1) identifying the type of risk, (2) assessing and evaluating the likelihood of the risk to happen again as well as its impact to the business, (3) mitigating the risk through developing techniques such as internal controls, plans, insurance coverage, and security, (4) monitoring and

reporting risks by tracking and defining its indicators regularly, and (5) responding to and recovering from the risk by developing plans periodically.

Through exhibiting resilience and following a risk management model, SMEs can grow and expand larger as it benchmarks on large companies' practices and technologies. SMEs greatly contribute to the growth of a country's economy through productivity. Thus, the expansion among SMEs is crucial in attaining economic progress. However, considering the number of SMEs in the Philippines, the limited size of many of these businesses anchor on their inability or even struggle to access resources and talents that would lead to their productivity, leading to its difficult expansion in the market (Albaz et al, 2020). Thus, it is essential for SMEs to learn how to adapt and become flexible in handling threats to their business. If done effectively, SMEs are capable of expanding because of modern and novel strategies. While there have been studies concerning retail industries, there was no specific study that focuses on the supply chain resilience and their mitigation approaches whenever unexpected circumstances may arise making this knowledge gap a pivotal interest for the study (Lochan et al., 2021).

In this vein, the researchers explored the significant relationship of retail industries supply chain resilient approach as well as risk mitigation and their effects toward market expansion effectiveness. This study focused on small and medium-sized enterprises (SMEs) entrepreneurs supply chain resilience and their risk mitigation approach whether it could give or directly influence their expansion opportunities. Ideally, this study contributes to the SME sector as they are given appropriate approaches that are essential for business success while providing mitigation risk approach for their businesses.

Theoretical Framework

This study utilized two theory which is the Theory of Planned Behavior by Azjen (1990) and Dynamic Capabilities Theory, introduced by Teece, Pisano, and Shuen (1997). The Theory of Planned Behavior (TPB) suggests that individual and institutional risk views may lead people to plan ahead for disasters in the supply chain. Accordingly, an agent's ability to handle a disaster depends on what actions

they plan to take to reduce its impact and what actions they plan to take to respond to it. This is similar to data on interruption and recovery after an event. Additionally, Craighead, Blackhurst, Rungtusanatham, and Handfield (2007) showed how supply chain attributes of chain design (such as density, complexity, and the importance of nodes) amplify the impact of disruptions in the supply chain, while the capability for mitigation (including recovery and warning) aids in lessening this impact. Braunscheidel and Suresh (2009) explored the factors that lead to supply chain agility, which is essential for mitigating and managing risks within supply chains.

Ideally, becoming more flexible with risk is a process that includes organizational attitude (learning and market orientations) and organizational practices (internal integration, external integration, along with external adaptability). Knemeyer, Zinna, and Eroglu (2009) proposed strategic structure consisting of four key stages to enhance the ability to reduce risks in the supply line: identify key locations and risks, assess the likelihood and potential damage at each key location, evaluate various protection strategies, and select the most effective approach for each key location.

Dynamic Capabilities Theory, introduced by Teece, Pisano, and Shuen (1997), is a concept in strategic management that focuses on how businesses can maintain a competitive edge by adapting to changing environments. The theory argues that a firm's ability to integrate, build, and reconfigure internal and external competencies is crucial to responding to rapid changes in the market, technology, or other environmental factors.

This study supports the idea that strategic planning includes flexible steps to make operations more flexible and reduce the chance of problems. This makes sure that growth into new markets goes smoothly and protects the supply chain against problems that come up out of the blue.

Conceptual framework

Supply Chain Resilience. It refers to a part of "firm resilience" which means how well a company or sector can manage an upheaval while maintaining its existing frameworks and procedures in place and then "bounce back" to a state of

equilibrium before the disruption or “bounce forward” to a new, hopefully, better state of equilibrium in the shortest amount of time and for the least amount of money (Novak et al., 2021).

Flexibility. In the sub-independent variable refers to an operating system’s ability to adapt to unknowns and changes in the linked activities in the supply chain (Fayezi et al., 2014).

Agility means being able to live and do well in a competitive environment that is constantly and suddenly changing. It also means being able to respond quickly and effectively to changes in the market by keeping control of current goods and services (Wageeh, 2016).

Visibility means in-depth knowledge of how goods move from suppliers to customers. Retailers can make better decisions about managing their inventory, predicting demand, placing products, and optimizing logistics if they can see their supply lines better. This can help cut down on unnecessary stock, predict and deal with run-outs, improve the overall customer experience, and make sure that products are available across the network more efficiently (Tantawy et al., 2021).

Coordination usually focuses on different tasks and processes that companies do together. It uses experiments, analytical modeling, numerical analyses, and heuristics to find the best answers to issues (Soosay, 2024).

Risk mitigation refers to the supply chain members’ actions targeted at decreasing the possibility of the occurrence and negative impacts of risks (Chang et al., 2015).

A *risk management framework* is an approach adapted from Turgay and Aydin’s (2023) corporate risk management model, which must be well-structured to increase resilience, maneuver economic challenges, and reduce negative effects of crises. This includes seven (7) key steps, which are risk identification, assessment, mitigation and response, monitoring and review, communication and training, integration with business processes, and agility and flexibility (Turgay & Aydin, 2023). These steps are also aligned to Ahmed’s (2023) steps in building a comprehensive framework for risk management.

Risk identification refers to the identification of potential risks that the business may face such as the internal and external risks.

Risk assessment is the evaluation of the potential impact as well as the possibility of the risks identified. This helps the business or company prioritize which risks, focusing more on and mobilize resources to the most critical risks.

Risk mitigation and response is the third step of the plan wherein the company develops strategies, contingency plans, and action plans as a response to the risks.

Monitoring and review refer to the continuous monitoring of the risk mitigation strategies as to their effectiveness. This includes regular update of the strategies to ensure relevance in different time contexts.

Communication and training are the fifth step of the model where employees are made aware of their roles in risk management.

Integration with business processes pertains to the incorporation of risk mitigation practices into the business' daily operations and processes.

Agility and flexibility are the last step of the model wherein the business or company is open to adapting and instant responses in a changing environment.

Market expansion effectiveness is a dependent variable that means it has to continuously adapt to the ever-changing environment, and to understand the potential impact of environmental factors on the performance results of the company as early as possible (Ginevičius & Ostapenko, 2015).

Increased sales is a sub-independent variable refers to an increase in sales by existing customers and an increase in the number of customers due to the emergence of new ones (Ramazanov 2022).

Market share growth has often been considered as an outcome and measure of competitive performance and success in an industry, it has also been considered as a driver of success and profitable performance (Brush 2018).

Customer acquisition refers to the consequence of acquiring new customers or converting existing potential customers into new customers (Pansari and Kumar, 2017).

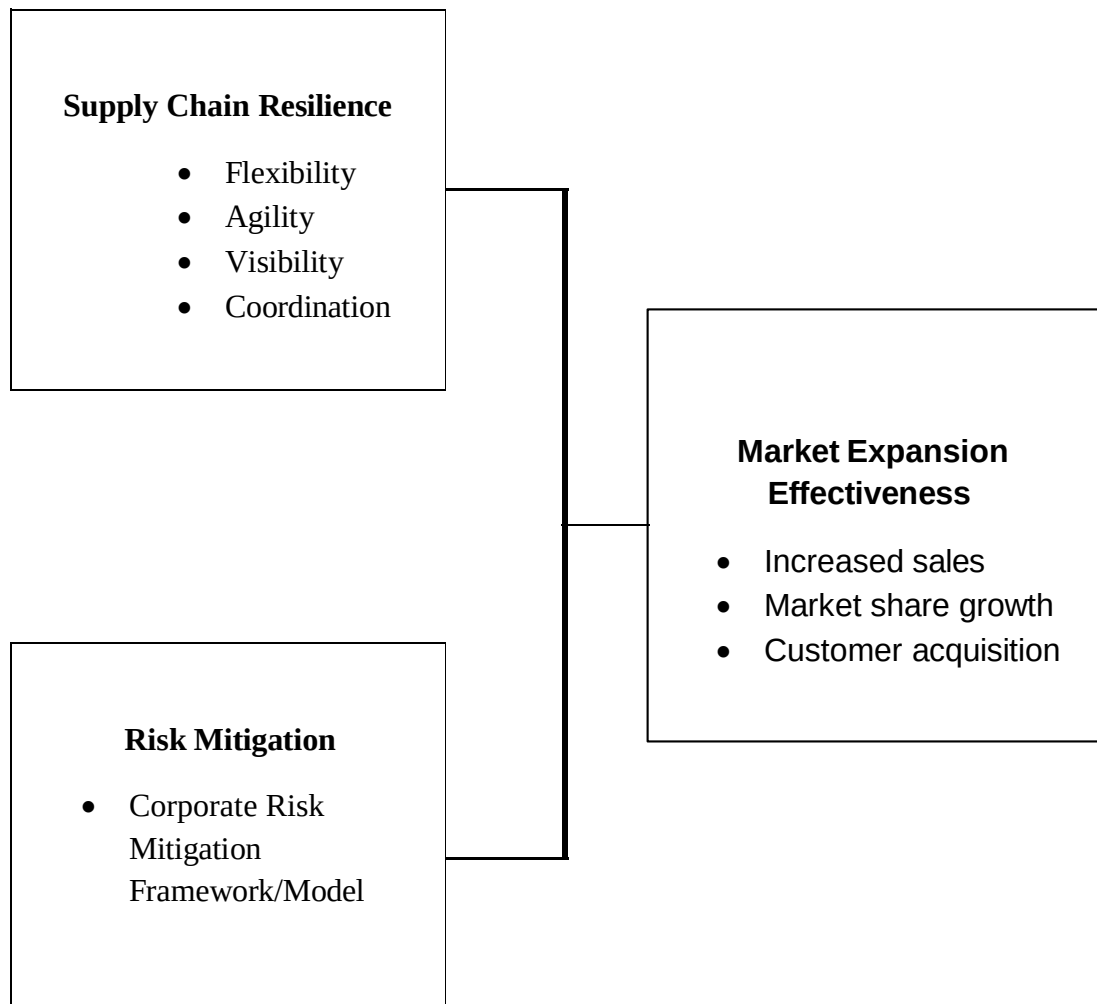


Figure 1. Schematic Diagram of the Study

Statement of the Problem

The study aimed to explore the connection between the retail industry supply chain resilience and risk mitigation towards market expansion in Ozamis City. Specifically, this study sought to answer the following research questions:

1. What is the level of supply chain resilience among non-food retail stores in terms of flexibility, agility, visibility, and coordination?
2. What is the level of risk mitigation among non-food retail stores in terms of the corporate risk management model?
3. What is the level of market expansion effectiveness among non-food retail stores in terms of increased sales, market share growth, and customer acquisition?
4. Is there a notable connection between the resilience of supply chains and market expansion effectiveness among non-food retail stores in Ozamiz City?
5. Is there a significant relationship between risk mitigation and market expansion effectiveness among non-food retail stores in Ozamiz City?

Null Hypotheses

The null hypothesis examined in this research was:

HO₁: There is no meaningful connection between supply chain resilience and market expansion effectiveness among non-food retail stores in Ozamiz City.

HO₂: There is no significant relationship between risk mitigation and market expansion effectiveness among non-food retail stores in Ozamiz City.

Significance of the Study

The retail sector has a significant economic impact since it exposes and disseminates companies and goods around the world. While in the Philippines supermarkets, department stores, pharmacies, and pharmacy stores are all part of the retail industry, which sells both domestic and foreign goods (Philippines Retail Sector Companies – Top Company List, 2024). According to the World Trade Organisation, small and medium-sized businesses (SMEs) account for more than 90% of the worldwide business environment, generate 55% of the GDP in Industrialised countries, and employ 60–70% of the workforce (Mamede et al., 2022). While there have been studies concerning retail industries, there was no specific study that focuses on the supply chain resilience and their mitigation approaches whenever unexpected circumstances may arise making this knowledge gap a pivotal interest for the study (Lochan et al., 2021). Nonetheless, this survey is a targeted examination of different non-food retail sectors in Ozamis city focusing on their supply chain resilience and risk mitigation management. The findings of this study can assist a wide variety of retail sectors in assessing their internal management. It also adds to their body of knowledge by emphasizing how risk assessment and resiliency can contribute to their overall performance towards the retail market sector, the study fills this research gap and provides useful insights for organizations, retail sectors, and future academics.

RESEARCH METHODOLOGY

Design

This study employed a descriptive correlational research design following the framework proposed by Medina (2010). Utilizing both methodologies enhances the conclusiveness of data collection, interpretation, and analysis. A descriptive research design is employed to elucidate the characteristics of a population or a specific phenomenon. It facilitates the gathering of relevant data to formulate accurate predictions regarding a given hypothesis or problem. Furthermore, it aids in identifying the characteristics of the target population, thereby informing decision-making processes. In addition, correlational research design explores the relationships between variables without researcher intervention or manipulation. It quantifies the strength of associations between two or more variables, with results potentially indicating positive or negative correlations. This integrated method guarantees a thorough examination of the research objectives, yielding deeper insights into the phenomena under investigation. Thus, this design is suitable for the 80 study as it explores the relationship between retail industry supply chain resilience and risk mitigation, and market expansion effectiveness

Locale of the Study

The research took place in Ozamis City, focusing on chosen small and medium-sized enterprise (SME) proprietors. With its thriving business landscape, Ozamis city has emerged as a vital trading center, fostering economic growth and commercial opportunities. This vibrant business community in Ozamis City fosters an environment conducive to entrepreneurship and SME expansion. It is believed that there are around 1000 to 2000 registered small and medium enterprises in Ozamiz City, covering both the food and non-food industries. The existence of these SMEs creates job opportunities and offers entrepreneurs a foundation to launch and expand their businesses, thus enhancing the local economy.

Respondents

Based on the results from the data gathered by the local government unit specifically Integrated Business Permits and Licensing System (iBPLS) of Ozamis City, there are 651 small – medium sized non – food retailers. 242 of them were recognized using raosoft calculator, but only 220 respondents were qualified. The respondents were selected through the utilization of purposive sampling method. When selecting the participants, the subsequent criteria were used for qualifying the respondents: (1) they must have a business permit that operates a business in Ozamis City; (2) they must have an asset of Php100,000 - Php100,000,000 with more than 10 employed workers; (3) they must have operate in business industry for a minimum of three years; (4) must have an informed consent in order to participate in the study. However, those SMEs who did not meet the requirements were not included as a respondents.

Data Gathering Instrument

- A. *Supply Chain Resilience Questionnaire*: This questionnaire utilized a four-point Likert scale and was modified based on the research conducted by Siagian et al (2021). The questionnaire includes four distinct constructs: Flexibility, Agility, Visibility, and Coordination. It has 15 indicators that are utilized to assess the degree of supply chain resilience (see Appendix A).

In determining the level of supply chain resilience, the following scale was used:

Responses	Continuum	Interpretation
4- Strongly Agree (SA)	3.25-4.0	Very High (VH)
3-Agree (A)	2.50-3.24	High (H)
2-Disagree (D)	1.75-2.49	Low (L)
1-Strongly Disagree (SD)	1.0-1.74	Very Low (VL)

B. *Risk Mitigation Questionnaire*: This is a four point-Likert scale questionnaire which was adopted from the existing study of Khraiweh (2015) & Gunawan et al (2016). The said questionnaire consists of two constructs: Contingency plan and SWOT Analysis. It has a total of 22 indicators, which was used to determine the level of risk mitigation (see Appendix B).

In determining the level of risk mitigation, the following scale was used:

Responses	Continuum	Interpretation
4- Strongly Agree (SA)	3.25-4.0	Very High (VH)
3-Agree (A)	2.50-3.24	High (H)
2-Disagree (D)	1.75-2.49	Low (L)
1-Strongly Disagree (SD)	1.0-1.74	Very Low (VL)

C. *Market Expansion Effectiveness*: This is a four point-Likert scale questionnaire adapted from the existing study of Sultani & Davanloo (2016). The questionnaire consists of three constructs: Increase sales, Market Share Growth, and Customer Acquisition. It has a total of 13 indicators, which will be used to determine the level of market expansion effectiveness (see Appendix C).

In determining the level of market expansion, the following scale was used:

Responses	Continuum	Interpretation
4- Strongly Agree (SA)	3.25-4.0	Very High (VH)
3-Agree (A)	2.50-3.24	High (H)
2-Disagree (D)	1.75-2.49	Low (L)
1-Strongly Disagree (SD)	1.0-1.74	Very Low (VL)

Data Gathering Procedure

Prior to initiating the study, the researchers sought a consent letter from the Dean of the College of Business and Management and subsequently consulted with their thesis adviser. After obtaining the authorization letter, the researchers distributed the survey questionnaire to the selected respondents. The data gathering was conducted in person with eligible SMEs, enabling all respondents to provide a formal letter of consent for the researchers to engage and interact with them. The respondents received a consent letter before they were asked to fill out the survey questionnaire. Once the respondents finished answering the questionnaire, it was collected by the researchers. The gathered data were compiled, assessed, and analyzed using statistical methods.

Statistical Treatment

The following statistical tools used in analyzing and interpreting the data collected in this study:

Mean and standard deviation be used to measure Supply chain resilience, risk mitigation, and market expansion effectiveness.

Correlational analysis be used to explore the correlation between supply chain resilience, risk mitigation and market expansion effectiveness.

Ethical Consideration

Engagement in this study was entirely optional. Once participants have consented to the participation rules and filled out the consent form, they are allowed to withdraw from the activity at any time if they choose to do so. The participants received details about the study's objectives and the voluntary nature of their involvement to ensure they gave informed consent. Choosing not to participate in this study or deciding to withdraw at any point would not lead to any repercussions and would not affect their relationship with the researcher. After rejecting to participate in the study, respondents have the ability to review the data they provided and delete any or all of the information that was documented. Furthermore, a consent letter was provided to ensure that individuals who are

legally of age understand the critical information they need. Prior to deciding whether to accept or decline participation in the interview questions and this study, participants were made aware of the benefits, potential risks, and the institutional endorsement of their involvement. To safeguard the privacy and the security regarding the personal details of the participants who agreed to take part in this research, complete anonymity was rigorously adhered to. As a result, the readers are not able to see their identities; instead, their responses to questions about their supply chain resilience, risk mitigation, and market expansion effectiveness are represented by numbers (e.g., Respondents 1, Respondents 2, etc.) Acknowledgments due to reputable and trustworthy sources consulted, outcomes made in a transparent manner, and data and research findings appropriately and accurately evaluated. The integrity and credibility of the institution involved in this research project are maintained, ensuring that it is an ethically responsible and valid study.

RESULTS AND DISCUSSIONS

Level of Supply Chain Resilience

Table 1 shows the level of supply chain resilience among retail stores. The overall mean score for the level of supply chain resilience among the 220 respondents is 3.14, with a standard deviation of 0.19, showing a consistently high score rating across all supply chain construct. Flexibility, with a mean of 3.23 and standard deviation of 0.31, suggests that non-food retail stores are highly effective in response in specific situations or needs. Agility, with a mean of 3.05 and standard deviation of 0.37, reflects the non-food retailer's ability to quickly adapt to changes and fluctuations in its business environment. Visibility, rated at 3.05 with a standard deviation of 0.36, emphasizes that non-food retail stores stand out from the other businesses by enhancing its services and positive impact in the community. Additionally, coordination with a mean of 3.20 and standard deviation of 0.32, states that management ensures that different departments and groups work in sync carrying out the different task and activities to achieve.

The findings indicate that supply chain resilience among non-food retail stores have a strong influence towards businesses. This high rating asserts that non-food retailers possess the necessary skills and strategies to effectively lead their businesses, which is critical for their success in a competitive market. Ideally, all constructed variable found in the study were rated high. Non-food retail stores opted to demonstrate flexibility to adapt potential changes in the market quickly, which involve internal and external challenges to navigate uncertainties more effectively to maintain workforce dynamics. It is also revealed that it had the highest mean score of 3.23, indicating its critical importance in the sector. The flexibility factor was found to be significant suggesting that businesses with higher flexibility are more likely to succeed. Flexibility is becoming more and more acknowledged as a key component of gaining a competitive edge.

Flexibility enables non-food businesses to quickly adjust to shifts in consumer preferences, market dynamics, and supply chain interruptions, claim

Waller and Fawcett (2018). The flexibility to modify product offers, pricing schemes, and marketing tactics is essential for maintaining growth and guaranteeing customer happiness in an industry characterized by quick innovation and shifting consumer demands. Retailers are better positioned to outperform rivals and seize new market possibilities if they can swiftly adjust their tactics in response to market indications. This result highlights the growing need for retailers to quickly adjust to market demands, customer preferences, and operational challenges. Such approach towards business venture is crucial especially in an industry characterized by fast-changing trends and intense competition.

Additionally, non-food retailers demonstrate agility, which focuses on efficient and quick decision making towards their business workforce. This approach often involves empowering teams to drive swift decision fostering continuous improvement embracing competitiveness in the market. Moreover, visibility creates pivotal approach towards non-food retailers having real-time access to data across all function. A clear vision to business operation can anticipate potential error or risk which escalate proactive management to address loopholes and make strategic adjustments effectively. Nevertheless, coordination delivers good communication towards different departments to collaborate and achieved common goals. Effective coordination involves synchronize activities to perform productivity that ensures smooth operations.

The finding of the study is best supported with literature that assist in providing a concrete discussion and evidence of the premise provided. To remain ahead of the competition, retail chains strive to execute and promote a wide range of activities that demonstrate some connection to sustainability. In order to effectively meet customer needs, retailers who embrace flexibility and agility can quickly adjust to changes in consumer behaviour, supply chain disruptions, and market conditions (Christopher and Peck, 2020). Additionally, supply chain visibility enhances demand prediction and inventory control. Effective coordination among supply chain activities guarantees more efficient operations and better decision-making (Saghafian & Van Oyen, 2021). Businesses that include these

components in their operations will be in a better position to prosper in the quickly evolving retail environment, guaranteeing long-term growth and sustainability.

Thus, non-food retail stores possess strong management capabilities delivering effective flexibility, agility, visibility, and coordination, which are key drivers of business success in an everchanging market. This approach not only facilitates operational efficiency by ensuring business alignment objectives but also drives motivational and supportive work approaches toward employees and enhances productivity. In this vein, non-food retail stores may continue to develop and improve these supply chain management so as to establish business success and positive influence on the wider economic environment. Nevertheless, by capitalizing on their supply chain approach, they can further enhance their resilience to adapt to ever-growing market dynamics, fostering sustainable business growth.

Table 1: Level of Supply Chain Resilience (n=220)

Constructs	M	SD	Interpretation
Flexibility	3.236	0.3160	High
Agility	3.055	0.3715	High
Visibility	3.075	0.3686	High
Coordination	3.201	0.3263	High
Overall Level of Supply Chain Resilience	3.142	0.1947	High

Note: Supply Chain Resilience Scale: 3.25-4.0 (Very High); 2.50-3.24 (High); 1.75-2.49 (Low); 1.0-1.74 (Very Low)

Level of Risk Mitigation

Table 2 shows the level of risk mitigation among non-food retail stores. The overall mean score for the level of risk mitigation among the 220 respondents is 3.08 with a standard deviation of 0.31, indicating a high rating in risk management framework. This determined that non-food retailers posit an approach that mitigate potential risk that may occur in their business field. This framework assessed

potential risk that could negatively impact the company's operation in all function. Managing these uncertainties will occupy better management workforce that ultimately drives the level of productivity.

The finding reaffirmed some finding of studies which propose a substantial depiction of the risk management framework. A risk management framework is an approach that might also address as corporate risk management model, which must be well-structured to increase resilience, maneuver economic challenges, and reduce negative effects of crises (Turgay & Aydin, 2023). The Theory of Planned Behavior (TPB) by Azjen (1990), suggests that individual and institutional risk views may lead people to plan ahead for disasters in the supply chain. Accordingly, an agent's ability to handle a disaster depends on what actions they plan to take to reduce its impact and what actions they plan to take to respond to it. Chopra and Meindl (2020) asserted that supply chain risk assessment procedures, which are a component of risk management frameworks, are crucial for identifying weaknesses in the supply chain. Including delays, interruptions, or price volatility. In an increasingly unstable retail market, these frameworks enable retailers to create backup plans, diversify their suppliers, and put risk-mitigation techniques into place all of which are essential for preserving seamless operations and satisfying consumer demand.

Based on the context, the findings are significant towards non-food retailers in utilizing risk management framework not just to address the firms risk occurrence and strategic approach in determining dimensional risks, but also to establish better performance within the management, drives resiliency, and enhancing decision-making capabilities in economic landscape.

Table 2: Level of Risk Mitigation (n=220)

Constructs	M	SD	Interpretation
Risk Management Framework	3.087	0.3111	High

Note: Risk Mitigation Scale: 3.25-4.0 (Very High); 2.50-3.24 (High); 1.75-2.49 (Low); 1.0-1.74 (Very Low)

Level of Market Expansion Effectiveness

Table 3 shows the level of market expansion effectiveness among non-food retailers. The average score for the effectiveness of market expansion is 3.15, accompanied by a standard deviation of 0.22, which suggests a strong effectiveness in market expansion among the evaluated constructs. The effectiveness suggests that non-food retail stores are effectively achieving their business growth and reaching a wider audience. With its relative construct, increase in sales garnered a mean score of 3.04, with a standard deviation of 0.40, interpreted as high. This indicate that non-food retailers are effectively managing their products and services to achieve sales revenue. An increase in sale is essential for sustaining business growth, reinvesting in the enterprise, and ensuring economic viability in a competitive market. Moreover, the construct market share growth was rated with a mean score of 3.15, with a standard deviation of 0.37, also interpreted as high. This reflects the effectiveness of non-food retailers in fostering market share growth that helps to create potential collaboration in the market. Achieving market share growth means a business captures a large portion of the total demand for products or services in the market.

Meanwhile, customer acquisition received a weighted mean score of 3.26, with a standard deviation of 0.37, indicating as the very high acquisition among all the constructs. This determined that non-food retailers effectively attract potential customer and meet customer satisfaction. Successful acquisition of customer creates brand value providing seamless experience in choosing the business over other competitors.

The findings indicate that non-food retailers posits a high level of market expansion effectiveness in the assessed constructs, reflecting the effectiveness of reaching a wide market expansion and growth. Increase sales provides a basis in generating revenue of a business to expand new products or services towards customer demand that foster price optimization. Additionally, the market share growth is notably high which postulates that non-food retailers are successful in engaging in collaborative implementation. Such engagement not only proposed to

create share acquisition but also to drive management workforce and enhance communication in different sector. Furthermore, customer acquisition stands out as a key strength among all the constructs. It is also revealed that it has the highest mean of 3.26, emphasizing its vital role in the industry. This implies that gaining new consumers should be the top priority for non-food sectors. The outcome also shows that customer acquisition is seen as a major factor in business sector reaching wider market. Kumar and Shah (2020) highlighted that customer acquisition significantly influences overall business performance particularly in competitive sectors such as non-food retail. These results highlight the necessity for non-food retail store looking to grow their client and stay competitive to spend in customer acquisition tactics.

The findings of this study provided with current research on market expansion effectiveness. This targeted approach not only maximizes the return on marketing investment but also drives business expansion by capturing new markets (Shakir et al., 2024). Market expansion effectiveness has to continuously adapt to the ever-changing environment and to understand the possible influence of environmental elements on the company's performance outcomes should be assessed at the earliest opportunity (Ginevičius & Ostapenko, 2015). Additionally, increase sale aligns with business volume and as a straight relationship increases, business profits also increase, conversely, if sales volume decreases, business profits also decrease Coker (2018), explained that sales volume is goods sold in the shape of financial resources over a specific timeframe and encompasses a service-oriented approach.

In a competitive landscape, creating a sales acquisition can be significant to business growth. Furthermore, the level of market share growth in the face of increasingly fierce in the form of funds during a specific timeframe and encompasses a strong strategy for goods and services, maintain and expand their market share. The increase in market share reflects success in attracting clients, enhancing operational effectiveness, and boosting the perception and engagement of stakeholders (Yatna et al., 2024). Finally, the strong customer acquisition asserts

by Pansari and Kumar, (2017) refers to the consequence of acquiring new customers or converting existing potential customers into new customers. Customer acquisition is one of the very imperative parameters which can be referred to as an indicator of the overall performance and development not just for the hotel industry, but for any other sector or business (Sharma et al., 2024). The ability of non-food retailer in acquiring potential customer may lead to business growth. In this vein, increase sale, market share growth, and customer acquisition are interrelated constructs that significantly contribute to the overall business outcomes of non-food retail sectors.

Thus, it can be inferred that non-food retailers demonstrate a high level of market expansion effectiveness characterized by increase sales, market share growth, and strong customer acquisition. These three aspects reflects their effectiveness in fulfilling business objectives and growth. The emphasis of increase sales reveals that non-food retailers established sales revenue that is crucial to adapting market to meet customer demand. Moreover, market share growth reflects that implementing collaborative and innovative strategy postulates market share expansion. Ultimately, customer acquisition reported as a very high approach signifies that non-food retailers addresses customer demand and acquisition effectively, helps in creating brand value to position in business landscape.

Table 3: Level of Market Expansion Effectiveness (n=220)

Constructs	M	SD	Interpretation
Increase Sales	3.0432	0.4045	High
Market Share Growth	3.1550	0.2963	High
Customer Acquisition	3.2693	0.3791	Very High
Overall Level of Market Expansion Effectiveness	3.1557	0.2204	High

Note: Market Expansion Effectiveness Scale: 3.25-4.0 (Very High); 2.50-3.24 (High); 1.75-2.49 (Low); 1.0-1.74 (Very Low)

Significant Relationship between Supply Chain Resilience and Market Expansion Effectiveness

Table 4 shows the significant relationship between supply chain resilience and market expansion effectiveness. The correlation coefficient r -value of 0.18 indicates a moderate positive relationship present, confirming the probability of the correlation happening by random chance is almost non-existent. This extremely significant p -value emphasizes the strong relationship which emphasized that the observed correlation is not only statistically significant but also relevant in real world application. The findings indicate that the supply chain resilience employed by non-food retailers is significant to improve their market expansion effectiveness. Effective supply chain resilience approach includes flexibility, agility, visibility, and coordination are observed within non-food retailers. In this vein, investing in and improving supply chain resilience can lead to substantial development in business outcomes, and strengthen the resiliency in order to achieve business success.

The significant relationship between non-food retailers' supply chain resilience and their market expansion effectiveness, outlined that effective supply chain management is crucial for achieving high level outcomes. This aligns with literature which showed that studies in 2023 continue to demonstrate a strong correlation between supply chain resilience and the success of market expansion. Xiao, Wu, and Zhang (2023) explored how resilient supply chains enable businesses to navigate the uncertainties of entering new markets, especially when faced with regulatory complexities, infrastructure challenges, or unforeseen local disruptions. Their research showed that companies with robust, flexible supply chains can quickly adapt to changes in demand and regulatory shifts, which is crucial for maintaining service levels in new markets.

Furthermore, the findings highlight that without flexible supply chain organizations may struggle to adapt to changes. Fayezi's definition of flexibility stipulates that it refers to an operating system's ability to adapt to unknowns and changes in the linked activities in the supply chain. Martinez et al., (2023) argued

that resilience enables faster time-to-market, which is essential in industries with high competition or rapidly changing customer preferences. This approach denotes that utilizing supply chain management will not just sustain the resources, but simultaneously enables business to expand market reach.

One theory that supports this study is Dynamic Capabilities Theory developed by David Teece, as mentioned by Pisano, and Shuen (1997). This theory suggests that organizations must develop dynamic capabilities to adapt to rapidly changing environments, leveraging their internal resources and supply chain abilities to acquire and maintain a competitive edge. By emphasizing effective supply chain management, non-food retailers can cultivate a workplace atmosphere that business can quickly adapt to market conditions and enhance productivity.

Thus, it can be inferred that the strong correlational between supply chain resilience and market expansion effectiveness emphasizes the importance for non-food retailers to focus on efficient supply chain management strategies. Cultivating a well-monitored management can change business dynamic landscape.

Table 4: Significant Relationship between Supply Chain Resilience and Market Expansion Effectiveness

Variable	r-value	Relationship Strength	p-value	Interpretation
Supply Chain Resilience and Market Expansion Effectiveness	0.188	Moderate Positive Correlation	0.005	Highly Significant

Note: 1). Perfect Negative Correlation (-0.61 to -1.00), Strong Negative Correlation (-0.31 to -0.60), Moderate Negative Correlation (-0.11 to -0.30), No Correlation (0.00), Weak Positive Correlation (0.01 to 0.10), Moderate Positive Correlation (0.11 to 0.30), Strong Positive Correlation (0.31 to 0.60), and Perfect Positive Correlation (0.61 to 1.00)

2). ** $p < 0.01$ (Highly Significant); * $p < 0.05$ (Significant); $p > 0.05$ (Not Significant)

Significant Relationship between Risk Mitigation/Risk Management Framework and Market Expansion Effectiveness

Table 5 indicates no significant correlation between risk management framework or risk mitigation and market expansion effectiveness. The correlation coefficient r -value of -0.02 suggests robust negative correlation, with a p -value of 0.68 which signifies that there is no statistical significant correlation in this relationship. While the theory of Dynamic Capabilities suggests potential correlation, the results gathered did not support the statement. The study initially hypothesized that there's no correlation between risk management framework and market expansion effectiveness. This propose that the findings prompt to reconsider the factors that drives market entry beyond just risk management practices. Market expansion and risk management have been the subject of several research in the fields of strategy and business management. The association between successful market expansion and effective risk management is rarely statistically significant, despite the fact that these frameworks are intended to identify, evaluate, and lessen the risks linked to entering new markets (Shapiro et al., 2020). The intricate and diverse nature of market development may be the cause of this result as external elements like competition, market demand, and geopolitical events are more significant than internal risk controls alone (Harrison & McIntosh, 2019). Additionally, measurement of both variables may not capture the nuances involved.

Moreover, the sample size of the study may limit the generalizability of the findings. Future studies should adopt more diverse and holistic factors beyond risk management alone. Despite the absence of a significant correlation, future studies may explore diverse practices that may determine the relationship of this approach. While the study did not meet the correlational relationship, it establishes a foundation for deeper exploration into the intricacies of the risk management framework and underscores the necessity for a more comprehensive understanding of the factors that contribute to market growth.

Table 5: Significant Relationship between Risk Mitigation/Risk Management Framework and Market Expansion Effectiveness

Variable	r-value	Relationship Strength	p-value	Interpretation
Risk Management Framework and Market Expansion Effectiveness	-0.027	No Correlation	0.688	Not Significant

Note: 1). Perfect Negative Correlation (-0.61 to -1.00), Strong Negative Correlation (-0.31 to -0.60), Moderate Negative Correlation (-0.11 to -0.30), No Correlation (0.00), Weak Positive Correlation (0.01 to 0.10), Moderate Positive Correlation (0.11 to 0.30), Strong Positive Correlation (0.31 to 0.60), and Perfect Positive Correlation (0.61 to 1.00)

2). ** $p < 0.01$ (Highly Significant); * $p < 0.05$ (Significant); $p > 0.05$ (Not Significant)

CONCLUSIONS AND RECOMMENDATIONS

Summary

With the ever-changing market condition, non-food retailers prompt to utilized supply chain management practices. It is a significant component of marketing tactics that promote productivity and sustainability. Nonetheless, non-food retailers are faced with a reality that involves market growth. In this context, nonfood retailers encounter a difficult situation where they have to depend on limited or inadequate research to established business approach towards economic landscape. This study is entitled “Non-food Retail Industries Supply Chain Resilience, Risk Mitigation, and Market Expansion Effectiveness: A Case in Ozamis City” and its primary aim was to examine the relationship of the non-food retail industry supply chain resilience, risk mitigation, and market expansion effectiveness in Ozamis City. The data was collected from non-food retail stores in Ozamiz City.

There were 220 non-food retailers in Ozamiz City as respondents to the study. For this study, the gathered data were counted, assessed, and examined using various statistical techniques: such as frequency and percentage, mean and standard deviation, along with the correlation coefficient. Consequently, this study acknowledged the significance of the non-food retail sector and its connection to supply chain resilience, risk management, and the effectiveness of market expansion.

Findings

1. The results indicated a strong degree of resilience within the supply chain concerning non-food retail stores among respondents. Flexibility and agility were rated as high.
2. All constructs relating to level of Supply Chain Resilience were rated as high. These results suggest that non-food retailers are typically utilizing this approach to create a driving force towards sustainability in the business landscape.

3. The respondents exhibited a high level of Risk Management Framework towards nonfood retail stores. The Risk Management Framework is interpreted as high. This indicates a high alignment to management risk occurrence and anticipated uncertainty events that may have negative impacts on the business sector.
4. The study found a high level of market expansion effectiveness in non-food retail stores. Increase Sale and Market Share Growth were interpreted as high. Meanwhile, Customer Acquisition is interpreted as extremely high. These findings indicates that non-food retail stores assert their market capabilities to position their business in the market and creating potential customer to build relationship to foster business growth.
5. A correlational analysis was performed to examine the relationships among the constructs. The findings indicate notable moderate positive correlations between Supply Chain Resilience and Market Expansion Effectiveness, suggesting that the supply chain resilience employed by non-food retailers are significant for enhancing their market expansion effectiveness.
6. The relationship revealed between Risk Management Framework and Market Expansion Effectiveness have no significant correlation. Several reasons for the lack of correlational results include diverse factors to be reconsidered, measurement of the constructs, and sample size. Despite the absence of significant correlation, it lays an indicator for further studies to gather deeper factors towards market expansion effectiveness.

Conclusion

The researchers conclude that:

1. Non-food establishments utilized a flexible approach in the dynamic market context. It has also resulted as the highest mean of all the constructs in supply chain resilience suggests that a flexible supply chain allows merchants to quickly adapt to evolving market conditions. This trend underscores the necessity for businesses to incorporate flexibility and

sustainability into their business operation to meet market changes and increase market adaptability, leading to business growth.

2. The non-food retail sectors utilize a risk management framework approach in their business operations. This framework evaluates any risks that might have a detrimental effect on the business's ability to operate in all areas. Better workforce management is required to handle these uncertainties, which ultimately determines the degree of productivity.
3. Non-food retail industry practiced market expansion effectiveness approach towards their business operation indicating successful expansion of market acquisition. Out of all the constructs, customer acquisition signifies a very high level outcome highlighting its crucial significance in the sector. Accordingly, the non-food sectors should prioritize acquiring new customers.
4. The implementation of supply chain resilience and risk management approach towards non-food retail stores to influence market expansion effectiveness creates a significant point to promote sustainability, leading to position the market and developing a strong foundation for long-term growth.
5. The researchers have discarded the null hypothesis (H_{01}) and validated a meaningful connection between supply chain resilience and market expansion effectiveness among non-food retail stores. The findings revealed a moderate positive correlation, suggesting that supply chain resilience has a substantial impact on market expansion effectiveness. This emphasizes the potential for non-food retail stores to integrate the supply chain management approach, which will influence business market reach.
6. The researchers have accepted the null hypothesis (H_{02}) indicating there is no significant correlation between the variable risk mitigation and market expansion effectiveness. The findings revealed no significant correlation. This highlights that further studies will benefit from tackling and

investigating more diverse risk assertion data to formulate substantial results.

Recommendations

1. Future studies could enhance the understanding of market expansion effectiveness in the non-food retail industry by exploring more diverse risk assertions and supply chain management factors to allocate greater information.
2. Future studies should broaden the scope of the topic by incorporating a varied selection of retailers from different sectors and regions. This broad distribution might provide deeper understanding of how supply chain resilience and risk management influence the effectiveness of market expansion. Future studies should explore potential indicators regarding market expansion effectiveness to foster long-term environmental growth in retail sectors. This could offer meaningful perspectives on how retail industries can successfully uphold their brand standing in a constantly evolving marketplace. The non- food retail industry should utilize more flexibility in its business operations to effectively assert sustainability in a competitive market.
3. The non-food retail industry should practice their customer acquisition approach more in their business ventures to accumulate potential customers.

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Appendix A
Survey Questionnaires

SUPPLY CHAIN RESILIENCE QUESTIONNAIRE

Adapted and Modified Questionnaire from Siagian et al (2021).

Directions: Read each statement carefully and write a check mark (/) on the columns that contain your answer. Be guided the following scale: 4- Strongly Agree, 3-Agree, 2- Disagree, 1-Strongly Disagree

INDICATORS	RESPONDENTS			
	(4) Strongly Agree	(3) Agree	(2) Disagree	(1) Strongly Disagree
A. Flexibility				
1. Our supply chain has a good number of suppliers for raw materials.				
2. Our supply chain has a greater scope for new product development.				
3. Our supply chain has ample scope for changing distribution facilities.				
4. Our supply chain has enough scope for changing delivery modes and schedules.				
5. We do not think our own organization's long-term strategy when we make plans with our key suppliers.				
B. Agility				
1. Reduce manufacturing lead times.				
2. Increase the level of customization.				
3. Improve responsiveness to changing market needs.				
4. Improve delivery reliability.				
5. Increase the frequency of new product introduction.				

INDICATORS	RESPONDENTS			
C. Visibility	(4) Strongly Agree	(3) Agree	(2) Disagree	(1) Strongly Disagree
1. Share information with supply chain partners about demand shifts and changes in customer preference.				
2. As the focal firm, we exchange performance evaluation information with supply chain partners.				
3. Our company exchanges information concerning inventory and order forecasting with partners.				
4. Our company frequently discusses strategic issues with suppliers and customers.				
5. Our company involves stakeholders in customer preference and new product requirements decisions.				
D. Coordination				
1. The participation level of our major supplier in the process of procurement and production.				
2. The participation level of our major supplier in the design stage.				
3. We help our major supplier to improve their process to better meet our needs.				
4. Improve joint decision making to define production plans collaboration with other suppliers.				
5. Improve the use of technology to support communication with other suppliers.				

RISK MITIGATION QUESTIONNAIRE

Adapted and Modified Questionnaire from Turgay & Aydin (2023) and Ahmed (2023)

Directions: Read each statement carefully and write a check mark (/) on the columns that contain your answer. Be guided the following scale: 4- Strongly Agree, 3-Agree, 2- Disagree, 1-Strongly Disagree

INDICATORS	RESPONDENTS			
A. Risk Management Framework	(4) Strongly Agree	(3) Agree	(2) Disagree	(1) Strongly Disagree
1. Our company can identify potential risks such as financial, operational, strategic, compliance-related, and reputational risks.				
2. After we identify a potential risk, our company effectively evaluates the impact of the risk.				
3. Our company does not stop at identifying the risk.				
4. Our company develops ways and strategies such as action plans, contingency plans, preventive measures, and insurance coverage after we identify the possible impact of the risk.				
5. Our company continuously monitors the risk management strategies and update them when necessary.				
6. Our company communicates and trains its employees to the risk management strategies and assigns them roles.				
7. Our company integrates these risk management strategies to daily operations and decision-making processes regularly.				
8. Our company makes sure that the risk management strategies are up-to-date, appropriate, and are flexible to the current risks faced.				

MARKET EXPANSION EFFECTIVENESS QUESTIONNAIRE

Adapted and Modified Questionnaire from Khraiwesh (2015) & Gunawan et al (2016).

Directions: Read each statement carefully and write a check mark (/) on the columns that contain your answer. Be guided the following scale: 4- Strongly Agree, 3-Agree, 2- Disagree, 1-Strongly Disagree

INDICATORS	RESPONDENTS			
	(4) Strongly Agree	(3) Agree	(2) Disagree	(1) Strongly Disagree
A. Increase Sales				
1. The market encounter with increased value perception.				
2. We regularly examine the factors influencing the buying decision of the customer.				
3. We periodically analyze our customers 'current future needs.				
4. We develop a monitoring of the changes of it's product price.				
B. Market Share Growth				
1. Develop new relationships with external entities.				
2. Improve sharing or transfer of knowledge with other organisations.				
3. Improve the efficiency or function of the firm's value chain.				
4. Improve working conditions, health and safety of the firm's management.				
5. Develop new partnership or stakeholders.				

INDICATORS	RESPONDENTS			
C. Customer Acquisition	(4) Strongly Agree	(3) Agree	(2) Disagree	(1) Strongly Disagree
1. We have a formal system in place that differentiates engagement processes with new customers based on their potential value.				
2. Our organization is structured in a way to better acquire valuable potential customers.				
3. New customer segments are clearly defined in our unit's customer relationship management efforts.				
4. Our unit has a clear strategic planning process to identify and target new customer opportunities.				

Appendix B

SAMPLE OF THE FILLED-OUT QUESTIONNAIRE

Demographic Profile Questionnaire

Appendix A

RESPONDENT'S LEVEL OF SUPPLY CHAIN RESILIENCE QUESTIONNAIRE

Adapted and Modified Questionnaire from Siagian et al (2021).

Directions: Read each statement carefully and write a check mark (✓) on the columns that contain your answer. Be guided the following scale: 4- Strongly Agree, 3- Agree, 2- Disagree, 1-Strongly Disagree.

INDICATORS	RESPONDENTS			
SUPPLY CHAIN RESILIENCE	4 Strongly Agree	3 Agree	2 Disagree	1 Strongly Disagree
A. Flexibility				
1. Our supply chain has a good number of suppliers for our materials. (Ang among supply chain, nakaka- disagree nang maraming supplier na maaaring magamit.)		✓		
2. Our supply chain has a greater scope for new product development. (Ang among supply chain, nakaka- tutalaga para sa mga bagong produkto.)	✓			
3. Our supply chain has ample scope for changing distribution facilities. (Ang among supply chain, nakaka- magpapalit ng mga lugar ng pagpapasa ng mga produkto.)		✓		
4. Our supply chain has enough scope for changing delivery modes and schedules. (Ang among supply chain, nakaka- magpapalit ng mga paraan ng pagpapasa ng mga produkto.)	✓			
5. We do not think our own organization's long-term strategy when we make plans with our key suppliers. (Wala kama mag-iisip ng long-term strategy ng kompanya sa kasama ng mga supplier.)	✓			

INDICATORS	RESPONDENTS			
SUPPLY CHAIN RESILIENCE	4 Strongly Agree	3 Agree	2 Disagree	1 Strongly Disagree
A. Agility				
1. We reduce manufacturing lead times. (Nagpapagmamaliit sa panahon sa pag-paghihimo.)	✓			
2. We increase the level of customization. (Padaghanon namo ang antas sa pag-customize.)		✓		
3. We improve responsiveness to changing market needs. (Gipaayo namo ang atong kakayahang mag-respond sa mga kinahanglan sa merkado nga nagbag-o.)	✓			
4. We improve delivery reliability. (Gipaayo namo ang kasigurohan sa paghatag.)	✓			
5. We increase the frequency of new product introduction. (Padaghanon namo ang kahugpon sa pag-introdi sa bag-ong produkto.)		✓		

INDICATORS	RESPONDENTS			
SUPPLY CHAIN RESILIENCE	4	3	2	1
B. Agility	Strongly Agree	Agree	Disagree	Strongly Disagree
1. We reduce manufacturing lead times (Nagpa-pumay mi sa panahon sa pag- paghimo.)	✓			
2. We increase the level of customization (Padaghanon namo ang amag sa pag-customize.)		✓		
3. We improve responsiveness to changing market needs (Gipasyo namo ang atong kakayahang moresponde sa mga kinahanglan sa merkado nga nagbag-o.)		✓		
4. We improve delivery reliability (Gipasyo namo ang kasigrohan sa paghatag.)		✓		
5. We increase the frequency of new product introduction (Padaghanon namo ang katiugpon sa pag-introdu sa bag-ong produkto.)		✓		

INDICATORS	RESPONDENTS			
SUPPLY CHAIN RESILIENCE	4	3	2	1
C. Visibility	Strongly Agree	Agree	Disagree	Strongly Disagree
1. We share information with supply chain partners about demand shifts and changes in customer preference (“Gipanglahin namo ang informasyon sa atong mga partner sa supply chain kabalhin sa mga pagbag-o sa panginahanglan ug mga pagbag-o sa gugma sa mga kustomer.”)		✓		
2. As the focal firm, we exchange performance evaluation information with supply chain partners (Isip sentro nga kumpanya, magkahinabi kita og informasyon sa pagbalhin sa performance evaluation sa atong mga partner sa supply chain.)		✓		
3. Our company exchanges information concerning inventory and order forecasting with partners (Among kumpanya magkahinabi kabahin sa informasyon mahitungod sa inventory ug order forecasting sa among mga partner.)	✓			
4. Our company frequently discusses strategic issues with suppliers and customers (Ang among kumpanya kanunay nagahinabi kabahin sa mga estratehiya nga isyu sa mga supplier ug mga customer.)	✓			
5. Our company involves stakeholders in customer preference and new product requirements decisions (Ang among kumpanya nagdala sa mga stakeholders sa desisyon sa gugma sa mga customer ug mga kinahanglanon sa bag-ong produkto.)		✓		

INDICATORS	RESPONDENTS			
SUPPLY CHAIN RESILIENCE D. Coordination	4 Strongly Agree	3 Agree	2 Disagree	1 Strongly Disagree
1. The participation level of our major supplier in the process of procurement and production (Ang antas sa partisipasyon sa among pangunang supplier sa proseso sa procurement ug production.)	/			
2. The participation level of our major supplier in the design stage (Ang antas sa partisipasyon sa among labing importante nga supplier sa design stage)		/		
3. We help our major supplier to improve their process to better meet our needs (Tabang sa among labing importante nga supplier sa pagpalambo sa ilang proseso aron mas maayo nila matuman ang among mga kinahanglanon.)		/		
4. We improve joint decision making to define production plans collaboration with other suppliers (Gipaayo namo ang paghimo og tinuod nga desisyon aron mahisgotan ang mga plano sa produksyon pinaagi sa pagtinabangay sa ubang mga supplier.)	/			
5. We improve the use of technology to support communication with other suppliers (Gipaayo namo ang paggamit sa teknolohiya aron suportahan ang komunikasyon sa ubang mga supplier.)	/			

Appendix B

RESPONDENT'S LEVEL OF RISK MITIGATION QUESTIONNAIRE

Adapted and Modified Questionnaire from
Turgay & Aydin (2023) and Ahmed (2023)

Directions: Read each statement carefully and
write a check mark (✓) on the columns that
contain your answer. Be guided the following
scale: 4- Strongly Agree, 3-Agree, 2- Disagree,
1-Strongly Disagree.

INDICATORS	RESPONDENTS			
RISK MITIGATION	4	3	2	1
A. Risk Management Framework	Strongly Agree	Agree	Disagree	Strongly Disagree
1. Our company can identify potential risks such as financial, operational, strategic, compliance-related, and reputational risks. (Ang among kumpanya makakakita sa mga potensyal nga katalagman sama sa pinansiyal, operasyonal, estratehiko, compliance-related, ug reputasyonal nga katalagman.)	✓			
2. After we identify a potential risk, our company effectively evaluates the impact of the risk. (Humanon nga nakaplag kita og potensyal nga katalagman, ang among kumpanya maayo nga mo-evaluate sa epekto sa katalagman.)	✓			

3. Our company does not stop at identifying the risk. (Ang among kumpanya dili lang maghunong sa pag-ila sa katalagman.)	✓			
4. Our company develops ways and strategies such as action plans, contingency plans, preventive measures, and insurance coverage after we identify the possible impact of the risk. (Ang among kumpanya nag-develop og paagi ug estratehiya sama sa action plans, contingency plans, preventive measures, ug insurance coverage human natukod ang posibleng epekto sa katalagman.)	/			
5. Our company continuously monitors the risk management strategies and update them when necessary. (Ang among kumpanya kanunay nagabantay sa mga estratehiya sa risk management ug nag-update niini kon kinahanglanon.)	/			
6. Our company communicates and trains its employees to the risk management strategies and assigns them roles. (Ang among kumpanya nagkomunikar ug nag-entrenar sa iyang mga empleyado sa mga estratehiya sa risk management ug nagtugot kanila og mga papel.)	/			
7. Our company integrates these risk management strategies to daily operations and decision-making processes regularly. (Ang among kumpanya nagahiasa niining mga estratehiya sa risk management ngadto sa adlaw-adlaw nga operasyon ug proseso sa paghimo og desisyon.)	✓			

8. Our company makes sure that the risk management strategies are up-to-date, appropriate, and are flexible to the current risks faced. (Gi-ensure sa among kumpanya nga ang mga estratehiya sa risk management nahisgut-an, angay, ug maluwason sa mga kasamtangan nga risiko nga atong ginatubang.)	/				
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Appendix C

RESPONDENT'S LEVEL OF MARKET EXPANSION EFFECTIVENESS QUESTIONNAIRE

Adapted and Modified Questionnaire from Khuraiwesh (2015) & Gunawan et al (2016) .

Directions: Read each statement carefully and write a check mark (/) on the columns that contain your answer. Be guided the following scale: 4- Strongly Agree, 3-Agree, 2-Disagree, 1-Strongly Disagree.

INDICATORS	RESPONDENTS			
MARKET EXPANSION EFFECTIVENESS A. Increase Sales	4 Strongly Agree	3 Agree	2 Disagree	1 Strongly Disagree
1. Our market encounter with increased value perception (Ang among merkado naglangkob sa pagdako sa paghangyo sa gibati nga kantidad.)	/			
2. We regularly examine the factors influencing the buying decision of the customer (Usa ka regular nga pag-usisa sa mga faktor nga nag-impluwensya sa desisyon sa pagpalit sa customer.)	/			

We periodically analyze our customers' current future needs (Sa mga-tunga, among ginalisa ang kasamtangang ug umaabot nga panginahanglan sa among mga customer.)				
4. We develop a monitoring of the changes of its product price (Among palambuan ang usa ka monitoring sa mga pagbag-o sa presyo sa produkto.)				

4. We improve working conditions, health and safety of the firm's management (Gipaayo namo ang kahimtang sa pagtrabaho, panglawas ug kahimsog sa pangganhunan sa kumpanya.)				
5. We develop new partnership or stakeholders (Nag-develop kami og bag-ong partnership o mga stakeholders.)				

INDICATORS	RESPONDENTS			
MARKET EXPANSION EFFECTIVENESS B. Market Share Growth	4 Strongly Agree	3 Agree	2 Disagree	1 Strongly Disagree
1. We develop new relationships with external entities (Nag-develop kami og bag-ong relasyon sa mga external entities.)				
1. We improve sharing or transfer of knowledge with other organisations (Gipaayo namo ang pagbahin o pag-transfer sa kadam sa ubang mga organisasyon.)				
2. We improve the efficiency or function of the firm's value chain (Gipaayo namo ang kahusay o pag-andam sa value chain sa kumpanya.)				
3. We improve working conditions, health and safety of the firm's management (Gipaayo namo ang kahimtang sa pagtrabaho, panglawas ug kahimsog sa pangganhunan sa kumpanya.)				

MARKET EXPANSION EFFECTIVENESS		4	3	2	1
C. Customer Acquisition		Strongly Agree	Agree	Disagree	Strongly Disagree
1.	We have a formal system in place that differentiates engagement processes with new customers based on their potential value (Adunay opisyal nga sistema nga naglailain sa mga proseso sa pagsalmon sa bag-ong mga customer base sa ilang potensyal nga gikab-ot.)				
2.	Our organization is structured in a way to better acquire valuable potential customers (Ang among organisasyon gisugdan sa paagi aron mas maayo pangkuhaon ang mga mahalagang potensyal nga mga customer.)				
3.	New customer segments are clearly defined in our unit's customer relationship management efforts (Ang mga bag-ong segmento sa customer klaro nga gidepina sa among unit sa customer relationship management nga mga paringkamot.)				
4.	Our unit has a clear strategic planning process to identify and target new customer opportunities (Maayo kaayo ang proseso sa among yunit sa strategic planning aron makakita ug target sa bag-ong mga oportunidad sa mga customer.)				

Appendix C

SAMPLING COMPUTATION

SURVEY			
What margin of error can you accept? 5% is a common choice	5%	The margin of error is the amount of error that you can tolerate. If 90% of respondents answer <i>yes</i> , while 10% answer <i>no</i> , you may be able to tolerate a larger amount of error than if the respondents are split 50-50 or 45-55. Lower margin of error requires a larger sample size.	
What confidence level do you need? Typical choices are 90%, 95%, or 99%	95%	The confidence level is the amount of uncertainty you can tolerate. Suppose that you have 20 yes-no questions in your survey. With a confidence level of 95%, you would expect that for one of the questions (1 in 20), the percentage of people who answer <i>yes</i> would be more than the margin of error away from the true answer. The true answer is the percentage you would get if you exhaustively interviewed everyone. Higher confidence level requires a larger sample size.	
What is the population size? If you don't know, use 20000	55%	How many people are there to choose your random sample from? The sample size doesn't change much for populations larger than 20,000.	
What is the response distribution? Leave this as 50%	50%	For each question, what do you expect the results will be? If the sample is skewed highly one way or the other, the population probably is, too. If you don't know, use 50%, which gives the largest sample size. See below under More information if this is confusing.	
Your recommended sample size is:		242	This is the minimum recommended size of your survey. If you create a sample of this



MISAMIS UNIVERSITY



Ozamiz City
College of Business and Management

INFORMED CONSENT FORM
(PORMA SA NASABTAN NGA PAGTUGOT)

Researcher/Investigator (Nagtuon):

Name: Ryed Jolester C. Jore, Marc Laurence C. Baker, Bernized Ann D. Ay-ay

Course: Bachelor of Science in Business Administration

College: Business and Management

Email / Contact Number: 09074062028

Thesis Title: **NON-FOOD RETAILERS SUPPLY CHAIN RESILIENCE,
RISK MITIGATION, AND MARKET EXPANSION: A CASE IN
OZAMIS CITY**

PART I. INFORMATION SHEET	
Introduction	Good day! I am Ryed Jolester C. Jore, the principal researcher of the study entitled “Non-food Retailers Supply Chain Resilience, Risk Mitigation, and Market Expansion: A Case in Ozamis City” I am an undergraduate student under the program Bachelor of Science in Business Administration at Misamis University in Ozamiz City. I am to conduct the research with Non-food retail store SME as respondents. In this vein, I am respectfully seeking your voluntary participation, being qualified to give your informed consent to take part in this study. Before you decide whether to participate or not in this study, please read the succeeding information about the study and feel free to ask questions anytime should there be anything you do not understand or want to clarify. If you agree to answer the interview, you will be asked to affix your name and signature on this form for which you will be given a copy.
(Pasiuna)	<i>(Maayong adlaw! Ako si Ryed Jolester C. Jore, ang nagpahigayon sa pagtuon kabahin sa “Non-food Retailers Supply Chain Resilience, Risk Mitigation, and Market Expansion: A Case in Ozamis City” Ako usa ka estudyante sa</i>

	<i>Bachelor of Science in Business Administration Major in Marketing Management sa Misamis University, Ozamis City. Ako nagapili kanimo nga Non-food retail store SME niini nga ospital isip participante nga maoy mutubag sa gikinahanglang impormasyon niining gihimong pagtuon. Ako matinahurong naghangyo sa inyong bulontaryo nga pag-apil niini nga pagtuon. Gikinahanglan nga ikaw naa sa saktong edad ug naay kakayahan nga mohatag sa pagtugot aron makaapil niini nga pagtuon. Sa dili pa ka mohukom sa pag-tubag sa questonnaires, palihug sa pagbasa sa mga impormasyon sa ubos ug gawasnon ka nga makapangutana kon adunay wala nimo nasabtan o gusto nimong iklaro. Kung motugot ka sa pagahimoon nga interview, papirmahon ka niini nga porma ug tagaan usab ka ug imong kaugalingong kopya.</i>
Purpose (Katuyuan)	The purpose of this study is to explore the relationship of the retail industry supply chain resilience and risk mitigation towards market expansion in Ozamis City. <i>(Ang tumong sa pagtuon nga kini mao ang pagsusi sa relasyon sa kalig-on sa supply chain sa retail industry ug pagpagaan sa risiko ngadto sa pagpalapad sa merkado sa Ozamis City.)</i>
Type of Research Intervention (Matang sa Interbensyon sa Pagtuon)	This study will be conducted through the researcher-made questionnaires. The gathering of data will be conducted in person. <i>(Kining pagtuon pagabuhaton pinaagi sa questionnaires nga binuhat sa nagtuon (researcher). Personal ang pagkuha sa datos.)</i>
Selection of Participants	This study will select 220 respondents. The selection is based on the following inclusion criteria: (1) they must have a business permits that operates a business in Ozamis city; (2) they must have an asset of Php100,000-Php 100M with 10-499 employed workers; (3) they must have operate in business industry for a minimum of three years; (4) must have an informed consent in order to participate in the study.

(Pagpili sa mga Participanti)	(1) Kinahanglan nga adunay business permits nga nagtugot sa pagpadagan sa negosyo sa Ozamis City; (2) Kinahanglan nga adunay asset nga Php100,000 hangtod Php100M ug adunay 10-499 ka empleyado; (3) Kinahanglan nga nagpabilin sa negosyo sulod sa labing menos tulo ka tuig; (4) Kinahanglan nga adunay pirma sa impormasyon nga pagtugot aron makapartisipar sa pagtuon.
Voluntary Participation (Boluntaryo nga Partisipasyon)	Your participation has to be voluntary and will not affect your situation or status in any way, including your relationship with the researcher. You are free to decide if you will take part or not. If you decide to participate, you are free not to answer any questions that you do not prefer to answer. (Boluntaryo ang imong pag-apil ug kini dili makaapekto sa imong sitwasyon o estado apil na imong relasyon sa nagtuon. Gawasnon ka nga modesisyon kung kung moapil ka niini nga pagtoon o dili. Kung mo-desisyon ka nga moapil, gawasnon ka nga dili motubag sa bisan asa nga pangutana nga dili nimo gusto nga tubagon.)
Procedure (Pamaagi)	The distribution and retrieval of the questionnaires will be done in your store, and the researcher will personally distribute and retrieve the research instruments. To ensure your understanding of the statements indicated in the questionnaires, the statements will be translated into the Bisayan language. In case you will have questions, such will be answered fully. The respondents will be given ample time to complete the questionnaires. The researcher will get your responses for data analysis and interpretation. The information and data provided by you as a respondent will be utilized for this study alone and will be treated with the utmost confidentiality. (Ang pag-apod-apod sa questionnaires pagabuhaton sa imong tindahan ug ang nagtuon ang personal nga mohatag ug mokuha pagbalik sa mga instrumento sa pagtuon. Aron masiguro ang imong pagsabot sa mga pahayag sa questionnaires, ang mga pahayag kay hubaron sa Binisaya nga pinulungan. Kung ugaling adunay kay mga pangutana, tubagon kini sa hingpit). (Ang mga respondente pagahatagan og igong panahon sa pagtubag sa questionnaires. Ang nagtuon mokuha sa mga

	<i>tubag sa mga respondente para sa pag- analisa sa datos ug para sa interpretasyon. Ang mga impormasyon ug datos nga makuha gikan kanimo isip respondente gamiton lamang niining pagtuon ug hatagan og tumang pag-ampingan aron dili mabutyag.)</i>
Duration (Gidugayon)	Answering the questionnaires will last for 10 to 15 minutes. (Ang pagtubag sa questionnaires mo kabat sa 10 ngadto sa 15 minutos).
Risks and Discomforts (Risiko ug Kahasol)	The respondents will be protected from physical, social, or economic risks. In case the items in the questionnaires are too personal and make you feel uncomfortable, you may decline to answer any or all questions and may terminate your involvement at any time you choose. (Ang mga partisipante ginaprotektahan sa pisikal, sosyal o ekonomikanhong risiko. Kung pananglitan adunay mga pangutana nga personal ra kaayo o kung dili ka komportable, mamahimong dili ka motubag o mobalibad sa pagtubag sa bisan asa o sa tanang mga pangutana ug moatras sa pag-apil sa bisan unsang panahon nga imong gusto.)
Benefits (Kaayohan)	This study is beneficial to you because the researcher may be able to provide an understanding of the Non-food Retailers Supply Chain Resilience, Risk Mitigation, and Market Expansion. Thus, your responses shall be highly valued being deemed important in the field of business administration. (Kini nga pagtuon mahimong mapuslanon kanimo kay ang mananaliksik mahimong makahatag og pagsabot sa kalig-on sa supply chain sa mga Non-food Retailers, pagpagaan sa risiko, ug pagpalapad sa merkado. Busa, ang imong mga tubag mahimong dako'g bili ug gikonsiderar nga importante sa larangan sa business administration).
Reimbursements	There will be no monetary expenses or costs on your part as a respondent, nor any monetary compensation for your participation in this study. However, a small token of appreciation in the form of a light snack may be provided during the gathering of the research data.

<i>(Hulip nga bayad)</i>	<i>(Wala kay magasto sa imong pag-apil niini nga pagtuon ug dili usab ka bayaran ug kwarta sa imong pag-apil niini nga pagtuon. Apan adunay ginagmay nga pameryenda nga pwede mahatag sa panahon sa pagkuha sa mga datos).</i>
Confidentiality of Data <i>(Pag-amping sa Datos)</i>	Only the researcher will have access to the information and responses of the participants. The personal identifying information of the participants will only be used for research analysis and will be treated with the utmost confidentiality. During the study, all data will be kept in a locked, secure filing cabinet, which will be discarded 6 months after the publication of the results. <i>(Ang nagtuon lamang ang makakita sa mga impormasyon ug tubag sa mga respondente. Ang mga datos nga makuha i-analisa ug hatagan og tumang pag-amping aron dili ibutyag. Sa panahon sa pagtuon, ipahimutang sa usa ka selyadong aparador ang tanang datos nga pagagub-on human sa 6 kabulan gikan sa pag- publisa sa resulta.)</i>
Sharing of Findings <i>(Pagpaambit sa Nakaplagan)</i>	The results of this study will be presented during the thesis final defense of the researcher. Also, the research findings may be shared through publications and conferences with the assurance that the identities of the respondents will remain confidential. A printed copy of the completed study will be provided to the participants. <i>(Ang mga resulta niini nga pagtuon ipresenta sa panahon sa final defense sa thesis sa nagtuon. Ang mga nakaplagan sa pagtuon posible nga ipaambit pinaagi sa mga publications ug conferences nga adunay kapanigurohan nga dili mabutyag ang pagkatawo sa mga partisipante. Pagahatagan og isa ka giimprinta nga kopya sa kumpleto nga pagtuon ang mga partisipante.)</i>
Rights to Refuse or Withdraw	You are free to withdraw or terminate participation at any stage of the study, without the need to give any reason. You will not be penalized in case of termination of participation.

<i>(Katungod sa Pagpabalibad o Pag-undang)</i>	<i>(Gawasnon ka nga moatras or moundang sa pag-apil sa bisan asa nga punto sa pagtuon nga dili na magkinahanglan pa ug rason. Dili ka ipamulta sa pag-atras o pag-undang.)</i>
Who to Contact <i>(Kinsa ang Kontakon)</i>	Should there be any queries as a respondent, you can contact the researcher through the following details: <i>(Kung adunay mga pangutana, mahimo nga mokontak pinaagi aning mga detalye:)</i> Name of the Researcher (Ngalan sa Nagtuon): Ryed Jolester C. Jore Cellphone Number/s: 09074062028 E-mail: ryedjolestercj@gmail.com STATEMENT BY THE RESEARCHER (PAGPADAYAG SA NAGTUON) I will read the Information sheet to the potential respondent. With the best of my ability, I make sure that the respondent will understand the statements of the questionnaires. <i>(Akong pagabasahon ang mga nasulat niining Information Sheet ngadto sa potensyal nga respondent. Kutob sa akong mahimo siguroon nako nga masabtan sa respondent ang mga pahayag sa questionnaires.)</i> I can assure that the participant will be given an opportunity to ask questions about the study, and all the questions raised will be answered fully. I can likewise assure that the participant will not be coerced into giving consent that must be free and voluntary. <i>(Gisiguro ko nga ang partisipante mahatagan og panahon sa pagpangutana kabahin niining pagtuon og ang tanang pangutana nga iyang gihatag matubag sa hingpit. Siguroon ko usab ang maong partisipante dili mapugos sa paghatag sa pagtugot nga kinahanglan nga gawasnon og boluntaryo.)</i>

	A copy of this Informed Consent Form will be provided to the participant. <i>(Ang kopya sa niining Informed Consent Form ihatag ngadto sa respondent.)</i> Print Name of Researcher (Ngalan sa Nagtuon): <u>RYED JOLESTER JORE,</u> <u>BERNIZED ANN AY-AY,</u> <u>MARC LAURENCE BAKER</u>
--	--

PART II. CERTIFICATE OF CONSENT	
This research entitled “Non-food Retailers Supply Chain Resilience, Risk Mitigation, and Market Expansion: A Case in Ozamis City” by Ryed Jolester C. Jore, Marc Laurence Baker, and Bernized Ann Ay-ay, with the aims to explore the relationship of the retail industry supply chain resilience and risk mitigation towards market expansion has been presented and explained to me clearly. Since the study involves non-food retail stores, I am chosen as one of the participants. <i>(Ang kini nga panukiduki nga gitawag og “Non-food Retailers Supply Chain Resilience, Risk Mitigation, and Market Expansion: A Case in Ozamis City” nga gihimo ni Ryed Jolester C. Jore, Marc Laurence Baker, ug Bernized Ann Ay-ay, nga nagtinguha sa pagsusi sa relasyon sa kalig-on sa supply chain sa retail industry ug pagpagaan sa risgo ngadto sa pagpalapad sa merkado, gipresentar ug gipasabut sa akog nga klaro. Tungod kay ang pagtuon naglakip sa mga non-food retail stores, napili ko isip usa sa mga partisipante.)</i>	

I have read the foregoing Informed Consent Form, or it has been read to me. I had the opportunity to ask questions, which were subsequently answered fully. I consent voluntarily to be a participant of this study.

(Akong nabasa ang nauna nga Informed Consent Form, o gibasa kini kanako. Natagaan ako og higayon nga makapangutana nga natubag sa hingpit. Ako mosugot nga boluntaryo nga mahimong participant sa niining pagtuon.)

Print Name of Participant (Ngalan sa Partisipante): _____

Signature of Participant (Pirma sa Partisipante): _____

Date:[MM/DD/YYYY] _____

If illiterate (*Kung dili makasulat ug makabasa*)

If the respondent is illiterate, a witness who is literate will sign. The respondent will choose him/ her and who is without connection with the researcher or the research group to attest to this undertaking. The respondent will affix his thumbprint.

[Kung ang participant kay dili makabasa o makasulat, mopirma ang usa ka makabasa ug makasulat nga testigo. Ang respondent ang mopili kaniya nga walay koneksyon sa nagtuon o sa iyang grupo para mopamatuod sa gimbuhaton. Ang respondent mobutang sa iyang tamla (thumb print)].

Name and Signature of the Witness
(Ngalan ug Pirma sa Testigo)

Thumb mark

Appendix E

APPROVED LETTER OF CONSENT Letter to Conduct the Survey



Misamis University
Ozamiz City
College of Business and Management



July 29, 2024

Dear Sir/Madam:

Greetings!

We are the students in the Bachelor of Science in Business Administration program Marketing Management at Misamis University in Ozamiz City. We are pursuing our thesis entitled **"NON-FOOD RETAIL INDUSTRY SUPPLY CHAIN RESILIENCE, RISK MITIGATION AND MARKET EXPANSION EFFECTIVENESS IN OZAMIZ CITY."** The study was approved by the Thesis Committee last May 9, 2024.

In this vein, we would like to ask for permission for the conduct of the study at Misamis University, Ozamiz City. The study aims to explore the relationship of the retail industry supply chain resilience and risk mitigation towards market expansion effectiveness in Ozamis City. The target respondents will be non-food retailers, selected through purposive sampling technique. Questionnaires will be used in gathering the data. Be assured that ethical considerations will be duly observed in the conduct of the study and that the data to be gathered will be used solely for research purpose. We earnestly hope for your approval of this request.

Truly,


RYED JOLESTER JORE

Noted by:


EFREN J. BARILLO, CPA, DM
CBM, Dean

Appendix F

STATISTICAL RESULTS

1. What is the level of supply chain resilience among retail stores in terms of flexibility, agility, visibility and coordination?

Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation
Flexibility	220	1.6	4.0	3.236	.3160
Agility	220	1.6	3.8	3.055	.3715
Visibility	220	1.8	4.0	3.075	.3686
Coordination	220	2.0	4.0	3.201	.3263
Supply Chain Resilience	220	1.9500000000000000 00000	3.7500000000000000 00000	3.1418181818181818 8183	.194681248991 802
Valid N (listwise)	220				

Constructs	M	SD	Interpretation
Flexibility	3.236	0.3160	High
Agility	3.055	0.3715	High
Visibility	3.075	0.3686	High
Coordination	3.201	0.3263	High
Overall Level of Supply Chain Resilience	3.142	0.1947	High

Note: Supply Chain Resilience Scale: 3.25-4.0 (Very High); 2.50-3.24 (High); 1.75-2.49 (Low); 1.0-1.74 (Very Low)

2. What is the level of risk mitigation among retail stores in terms of corporate risk management model?

Descriptive Statistics					
	N	Minimum	Maximum	Mean	Std. Deviation
Risk Management Framework	220	2.000	4.000	3.08693	.311109
Valid N (listwise)	220				

Constructs	M	SD	Interpretation
Risk Management Framework	3.087	0.3111	High

Note: Risk Mitigation Scale: 3.25-4.0 (Very High); 2.50-3.24 (High); 1.75-2.49 (Low); 1.0-1.74 (Very Low)

3. What is the level of market expansion effectiveness among retail stores in terms of increased sales, market share growth, and customer acquisition?

Descriptive Statistics					
	N	Minimum	Maximum	Mean	Std. Deviation
Increase Sales	220	1.75	4.00	3.0432	.40454
Market Share Growth	220	2.4	3.8	3.155	.2963
Customer Acquisition	220	1.75	4.00	3.2693	.37914
Market Expansion Effectiveness	220	2.53333333333333	3.86666666666666	3.15568181818181	.2204114729894
Valid N (listwise)	220				

Constructs	M	SD	Interpretation
Increase Sales	3.0432	0.4045	High
Market Share Growth	3.1550	0.2963	High
Customer Acquisition	3.2693	0.3791	Very High

Overall Level of Market Expansion Effectiveness	3.1557	0.2204	High
---	--------	--------	------

Note: Market Expansion Effectiveness Scale: 3.25-4.0 (Very High); 2.50-3.24 (High); 1.75-2.49 (Low); 1.0-1.74 (Very Low)

4. Is their significant relationship between supply chain resilience and market expansion effectiveness among retail stores in Ozamis City?

Correlations

****.** Correlation is significant at the 0.01 level (2-tailed).

Variable	r-value	Relationship Strength	p-value	Interpretation
Supply Chain Resilience and Market Expansion Effectiveness	0.188	Moderate Positive Correlation	0.005	Highly Significant

Note: 1). Perfect Negative Correlation (-0.61 to -1.00), Strong Negative Correlation (-0.31 to -0.60), Moderate Negative Correlation (-0.11 to -0.30), No Correlation (0.00), Weak Positive Correlation (0.01 to 0.10), Moderate Positive Correlation (0.11 to 0.30), Strong Positive Correlation (0.31 to 0.60), and Perfect Positive Correlation (0.61 to 1.00)

2). ****** $p < 0.01$ (Highly Significant); ***** $p < 0.05$ (Significant); $p > 0.05$ (Not Significant)

		Supply Chain Resilience	Market Expansion Effectiveness
Spearman's rho	Supply Chain Resilience	Correlation Coefficient	1.000
		Sig. (2-tailed)	.188**
		N	.005
	Market Expansion Effectiveness	Correlation Coefficient	1.000
		Sig. (2-tailed)	.188**
		N	.005
		220	220

5. Is there a significant relationship between risk mitigation and market expansion effectiveness among retail stores in Ozamis City?

Correlations

Variable	r-value	Relationship Strength	p-value	Interpretation
Risk Management Framework and Market Expansion Effectiveness	-0.027	No Correlation	0.688	Not Significant

Note: 1). Perfect Negative Correlation (-0.61 to -1.00), Strong Negative Correlation (-0.31 to -0.60), Moderate Negative Correlation (-0.11 to -0.30), No Correlation (0.00), Weak Positive Correlation (0.01 to 0.10), Moderate Positive Correlation (0.11 to 0.30), Strong Positive Correlation (0.31 to 0.60), and Perfect Positive Correlation (0.61 to 1.00)

2). ** $p < 0.01$ (Highly Significant); * $p < 0.05$ (Significant); $p > 0.05$ (Not Significant)

			Market Expansion Effectiveness	Risk Management Framework
Spearman's rho	Market Expansion Effectiveness	Correlation Coefficient	1.000	-.027**
		Sig. (2-tailed)	.	.688
		N	220	220
	Risk Management Framework	Correlation Coefficient	-.027**	1.000
		Sig. (2-tailed)	.688	.
		N	220	220

Appendix G

DOCUMENTATION



RESEARCH PROPOSAL (MAY 16, 2024)



GRAMMARLY REPORT AND TURNITIN RESULTS

Similarity Report ID: oid:28447:71234648

PAPER NAME
RYED JOLESTER JORE.docx

WORD COUNT

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Report: Non - Food Retail Industry Supply Chain Resilience, Risk Mitigation, and Market Expansion Effectiv...

Non - Food Retail Industry Supply Chain Resilience, Risk Mitigation, and Market Expansion Effectiveness in Ozamis City

by Misamis University

General metrics

74,898 characters

10,280 words

973 sentences

41 min 7 sec reading time

1 hr 19 min speaking time

Score

96

This text scores better than 96% of all texts checked by Grammarly

Writing Issues

171 Issues left

73 Critical

98 Advanced

Curriculum Vitae

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Religion : Roman Catholic

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COLLEGE:

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MAJOR : Marketing Management

SCHOOL : Misamis University

SCHOOL YEAR : 2023-Present

SENIOR HIGH SCHOOL

Accountancy, Business, and Management

SCHOOL : Kapatagan National High School

SCHOOL YEAR : 2020-2021

JUNIOR HIGH SCHOOL

Special Program in the Arts

SCHOOL : Kapatagan National High School

SCHOOL YEAR : 2018-2019

ELEMENTARY EDUCATION

SCHOOL : Kapatagan East Central School

SCHOOL YEAR : 2014-2015

Curriculum Vitae

Name : Ryed Jolester C. Jore



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COLLEGE:

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COLLEGE:

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Science, Technology, Engineering, and Mathematics

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SCHOOL YEAR : 2019-2020

JUNIOR HIGH SCHOOL

SCHOOL : Mahayag School of Arts and Trade

SCHOOL YEAR : 2017-2018

ELEMENTARY EDUCATION

SCHOOL : Mahayag SPED Center

SCHOOL YEAR : 2013-2014