



NOCTURNAL ENTREPRENEURS: INVESTIGATING THE OPERATIONAL STRATEGIES OF NIGHT VENDORS IN BRGY. POBLACION, MAASIM, SARANGANI PROVINCE

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Abstract: This study investigates the operational strategies employed by night market vendors in Brgy. Poblacion, Maasim, Sarangani Province, and describes their thoughts on competitors' business hours of operation. Using a mixed-method approach, the study employs an explanatory sequential design, integrating quantitative data from 18 respondents and qualitative insights from three (3) informants. Findings reveal that most vendors are women aged 38 and above, operating primarily from 5 PM to 12 midnight at street corners. Popular products include chicken barbecue and soft drinks, with income generally ranging from Php 1,001 to Php 2,000. Moreover, vendors demonstrate a high extent of practice in operational strategies ($x=4.20$), particularly in supply management, customer focus, and pricing, but show opportunities for improvement in innovation and adaptation. ANOVA results indicate no significant differences in operational strategies based on product offerings or business hours, suggesting consistent practices across vendor groups. Qualitative findings strongly emphasize autonomy, with vendors prioritizing personal circumstances over competitive considerations. Key themes include adaptability and flexibility, underscoring their resourcefulness in addressing challenges. Further, the study emphasizes the need for tailored interventions to enhance innovation, diversify product offerings, and integrate competitive awareness into vendor strategies. It highlights the critical role of operational strategies in fostering entrepreneurship and sustaining the vibrancy of night markets as cultural and economic hubs. These findings provide actionable insights for local government units, policymakers, and vendors to improve night market operations and support small-scale entrepreneurship.

INTRODUCTION

Night markets have become a vital aspect of both urban and rural communities, offering a unique blend of commerce and cultural experiences. These small-scale businesses, operating during evening hours, provide a variety of affordable products and local delicacies that cater to diverse consumer needs. Particularly popular in Southeast Asia, night markets serve not only as economic hubs but also as cultural landmarks. Their growing prevalence in urban areas is largely driven by economic pressures, which often compel low-income groups to seek alternative means of livelihood. In the Philippines, the dynamics of local participation in night markets have evolved over time. Many individuals are drawn to these markets because they require minimal capital to start a business, and the affordability of goods makes them accessible to a wide audience. This setup presents an ideal opportunity for aspiring entrepreneurs to embark on their ventures with limited resources (Abitria, 2023).

Moreover, in the Philippines, although numerous daytime restaurants and trendy cafes attract patrons, night markets remain a favorite destination. The Tutuban Market in Manila stands out for its wide array of offerings, including toys, clothes, jewelry, and fabrics. Taytay Tiangge in Taytay, Rizal, known as the Garments Capital of the Philippines, caters to those seeking ready-to-wear clothing at retail or wholesale prices. For thrift shoppers who enjoy pairing their finds with Filipino and Korean street food, Baguio City Market is an ideal spot. Similarly, the Baclaran Night Market provides an authentic glimpse into local Filipino life, with open stalls and tents offering goods at bargain prices (Ramirez, 2022).

In Polangui, Albay, the Polangui Night Market showcases various local delicacies like balot, kwek-kwek, sisig, and takoyaki. Coffee enthusiasts can also visit LaView Café and Café Magayon, which operate daily from 3:00 PM to 9:00 PM. However, the establishment and operation of night markets in Polangui depend on authorization from the Local Government Unit (LGU), which requires vendors to secure permits before setting up their stalls (Mendez, 2023).

Despite their charm and popularity, night markets in the Philippines face significant challenges. Vendors often struggle with limited access to resources, lack of operational strategies, and inadequate support from local governments, leading to unprofitability and financial instability. In addition, many operate informally, which complicates their efforts to gain permits and

establish sustainable operations. Ideally, night markets should provide a thriving environment where vendors can grow their businesses and meet the demands of consumers in a competitive yet supportive ecosystem (Abitria, 2023).

Additionally, night markets are not merely economic spaces but also vibrant cultural venues that showcase local traditions and community spirit (Torky & Heath, 2021). In Brgy. Poblacion, Maasim, Sarangani Province, night markets play a pivotal role in the local economy. They are mostly composed of small business entrepreneurs who sell their products on the streets, sidewalks, or in small portable stalls. They usually operate from six in the evening until midnight, attracting residents, workers, travelers, families, and individuals looking for affordable and convenient meals or products, especially during the night. Most of these vendors sell street foods like barbecue, pastil, balot, junk foods, rice meals, and beverages.

However, the absence of well-planned operational strategies has hindered the potential growth of these nocturnal entrepreneurs. The majority of these vendors run their businesses independently while other businesses are run by families, where everyone helps, from preparing food to serving customers. These merchants have been selling their goods for many years, but a few have managed to keep their business until now due to the lack of knowledge in terms of operation and marketing strategies, which resulted in unprofitability and resort to borrowing for additional capital, thereby creating a pressing need for intervention and innovation.

Thus, investigating the operational strategies of these night market vendors in Maasim is crucial for understanding how these small-scale businesses can overcome challenges and thrive. By identifying effective practices in areas such as business hours, business location, product offerings, supply management, customer focus, pricing, innovation, and adaptation, this study aimed to provide actionable insights for vendors and stakeholders. Such strategies are essential for fostering entrepreneurship, enhancing vendor profitability, and ensuring the sustainability of night markets in the municipality.

According to Freisenbichler (2022), in the highly competitive landscape of night markets, vendors must demonstrate adaptability and continuously refine their business operations. To remain competitive, it is essential to implement strategies that are both efficient and impactful. Effective strategies focus on optimizing operations to enhance efficiency, boost productivity, and maximize profitability while delivering significant value to customers. This not only helps businesses stand out from competitors but also ensures long-term viability. Moreover, the key components of successful operational strategies include carefully managing business hours, offering a diverse range of products or services, streamlining supply management, maintaining customer focus, selecting strategic locations, adopting competitive pricing, fostering innovation, and embracing adaptability. These elements collectively create a sustainable competitive advantage, enabling vendors to navigate changing market dynamics and secure their place in the ever-evolving environment of night markets.

Thus, the significance of this research extends beyond the local context. It highlights the broader potential of night markets as platforms for inclusive economic growth and cultural preservation. By shedding light on the strategies they employ, this study may inform policy decisions and community initiatives aimed at supporting small-scale entrepreneurs. Furthermore, the findings may serve as a valuable reference for other municipalities seeking to improve their night market operations.

In conclusion, the night markets in Brgy. Poblacion, Maasim, Sarangani Province, represents a microcosm of the opportunities and challenges facing small-scale businesses in the Philippines. This study uncovered the operational strategies that enable vendors to succeed in their unique entrepreneurial pursuits and their thoughts about their competitors' business hours of operation in the night markets. This investigation aimed to contribute to developing sustainable practices that benefit vendors, consumers, and the local economy.

Research Questions

This study investigated the extent of the practice of operational strategies and explored the informants' thoughts about considering their competitor's business hours of operation since it generated the lowest results in the quantitative data gathered.

To attain these objectives, the following questions were addressed:

1. What is the socio-demographic profile of the respondents in terms of:
 - 1.1 Age Range;
 - 1.2 Gender;
 - 1.3 Types of Product Offerings;
 - 1.4 Business Hours;
 - 1.5 Business Location; and
 - 1.6 Income from Night Vending?
2. What is the extent of practice of operational strategies by the respondents in terms of:
 - 2.1 Business Hours;
 - 2.2 Business Location;
 - 2.3 Product Offerings;
 - 2.4 Supply Management;
 - 2.5 Customer Focus;
 - 2.6 Pricing; and
 - 2.7 Innovation and Adaptation?
3. Is there a significant difference in the operational strategies employed by the respondents when grouped according to types of product offerings and business hours?
4. What are the informant's thoughts about considering their competitor's business hours of operation?

Hypothesis of the Study

H₀ There is no significant difference in the operational strategies employed by the respondents when grouped according to the types of product offerings and business hours.

Scope and Delimitation of the Study

This study focused on investigating the extent of the practice of operational strategies employed by night vendors and exploring their thoughts about considering their competitors' business hours of operation. The study specifically targeted night vendors in Brgy. Poblacion, Maasim, Sarangani Province, gathering quantitative data to assess operational strategies and qualitative insights into their views on competitive practices. Moreover, the socio-demographic characteristics of 18 respondents, including age range, gender, types of product offerings, business hours, business location, and income from night vending, were examined to provide a comprehensive context for their operational strategies. The operational strategies were measured across several dimensions: business hours, business location, product offerings, supply management, customer focus, pricing, and innovation and adaptation.

This study also explored whether significant differences existed in the operational strategies based on the respondents' types of product offerings and business hours. Additionally, qualitative data were gathered through Key Informant Interviews (KII) among the three (3) night market vendors to understand their perceptions of adjusting their business hours in response to competitors, which was identified as a key area of interest due to its low scores in the quantitative findings.

Additionally, the study was delimited to night vendors operating within the specified locale during the period of data collection, operational strategies as defined by the identified dimensions, and competitor considerations specifically limited to business hours. Further, the study did not cover other operational aspects such as the long-term impacts of their operational practices. Also, the findings apply only to the specified locale and may not be generalizable to night vending in other contexts or regions. This research was conducted in the school year 2024-2025.

Significance of the Study

This study offers significant benefits to various stakeholders, including Local Government Unit (LGU) authorities, night market vendors, customers, ABM (Accountancy, Business, and Management) students, and future researchers.

Local Government Unit (LGU) of Maasim. LGU Maasim may benefit from this study because the findings provide insights into the operational strategies of night vendors, enabling LGUs to design policies that support sustainable and competitive night market operations. By understanding vendors' practices, LGUs may implement programs to boost the night economy and enhance business viability. Also, this study helps LGUs in regulating business hours and addressing competition to ensure fair and productive practices among vendors.

Night Market Vendors. Vendors may utilize the findings to improve their operational strategies, particularly in areas like business hours, pricing, and customer focus. The study sheds light on the importance of considering competitors' business hours and empowering vendors to make informed decisions that enhance competitiveness. By adopting strategies highlighted in the research, vendors may optimize their practices, attract more customers, and potentially increase income.

Customers. Improvements in vendors' operational strategies, such as customer focus and product offerings, may lead to a more satisfying shopping experience. Adjustments in business hours and locations based on customer needs ensure greater convenience for night market patrons.

ABM Students. The results and findings of this study may be used by ABM students to understand real-world business operations, particularly in a local context, and apply these insights to their entrepreneurial studies. Further, the study serves as a practical example for learning about business strategies, competitive analysis, and market research.

Future Researchers. This research provides a baseline for future studies on night market operations, vendor strategies, or competitive practices in similar contexts. Future researchers may build on the study by exploring areas not covered, such as the long-term impact of operational strategies or customer satisfaction metrics. The findings enable comparisons across different regions, types of markets, or economic settings. Also, the synthesis in the review of related literature and studies may serve as their foundation of support, and the array of literature and studies may aid them in backing up their premises and assumptions posed in their future studies.

RESEARCH METHODOLOGY

This study combined both quantitative and qualitative research methods. Specifically, it followed the Explanatory Sequential Design (ESD) of mixed method research that involves collecting and analyzing quantitative data first, followed by qualitative data. The quantitative method utilized the descriptive design in determining the socio-demographic profile of the respondents in terms of age range, gender, types of product offerings, business hours, business location, and income from night vending, and in determining the extent of operational strategies practice concerning business hours, business location, product offerings, supply management, customer focus, pricing, innovation, and adaptation. According to McCombes (2019), the descriptive type of research is an appropriate choice when the research aims to identify characteristics, frequencies, trends, correlations, and categories.

The inferential design was used to prove if there was a significant difference in the operational strategies employed by respondents when grouped according to types of product offerings and business hours. This design enabled the researcher to observe two or more variables at a point in time and is useful for describing a relationship between two or more variables (McCombes, 2019).

On the other hand, the phenomenological design was used to analyze the three (3) selected night market vendors as informants who had experienced night market vending. These informants underwent Key informant interviews (KII). According to Creswell (2017), qualitative research is a situated activity that locates the observer in the world. They explained that it consists of a set of interpretive, material practices that make the world visible. These practices transform the world. They turn the world into a series of representations, including field notes, interviews, conversations, photographs, recordings, and memos to the self. At this

level, qualitative research involves an interpretive, naturalistic approach to the world. This, that qualitative researchers study things in their natural settings and attempt to make sense of, or interpret, phenomena in terms of the meanings people bring to them.

Creswell (2017) further added that the objective of the qualitative approach is to collate all the experiences of the individuals and make a generalization of all the data gathered from them. Thus, this qualitative study points out a phenomenon. As the researchers, they made a unified explanation to the people on the importance of their various experiences.

On the other hand, phenomenology, according to Creswell (2017), describes the meaning of several individuals of their lived experiences of a concept or a phenomenon. Phenomenologists focus on describing what all participants have in common as they experience a phenomenon. Moustakas (2016) further described it as a description that consists of what they experienced and how they experienced it.

Philosophical Assumptions

The approach in this study was qualitative phenomenological analysis as this study investigated and examined the thoughts of the night market vendors considering their competitor's business hours of operation. In line with this, the researchers' study was anchored on Creswell's (2013) philosophical assumptions with implications for practice.

Epistemological Assumption entails ideas about what forms of knowledge can be gained, and how one can sort out what is to be regarded as "true" from what is to be regarded as "false". This is to get as close as possible to the informants to be studied. In practice, qualitative researchers conduct their studies in the "field" where the informants live and work. The longer researchers stay in the "field" or get to know the informants, the more "they know what they know" from firsthand information.

To get the desired answers in the researchers' investigation as posed in their research question in Chapter 1, they did their research amongst the night market vendors in Brgy. Poblacion, Maasim, Sarangani Province especially inquiring them about their thoughts on considering their competitor's business hours of operation since in this indicator that they scored the lowest during the quantitative data analysis compared to other indicators under operational strategies; hence, to explore the underlying reason behind this lowest score, the researchers opted to inquire the informants about it. Also, the interviews were conducted in the exact field where the informants do night market vending to assure that they minimized the distance or object separateness between them and those informants and phenomenon being researched. Guba and Lincoln, as cited by Creswell (2013), stated that the researcher must minimize the distance or object separateness between himself or herself and those being researched.

Ontological Assumption, as defined by Crotty (2013), is "the study of being". It is concerned with "what kind of world we are investigating. With the nature of existence, with the structure of reality as such". Our world is populated by human beings who have their thoughts, interpretations, and meanings. So, as researchers, investigating their informants' thoughts through the use of interviews and observation of their responses had been challenging because they had to be sensitive as well as keenly observant of the informants' feelings, opinions, experiences, and inner thoughts. To get into the nature of reality, the researchers used codes and themes from the words of the informants and provided evidence of different perspectives. They used their words to interpret the meaning of their responses.

Methodological Assumption was achieved as the researchers worked with specific details before generalizations, with descriptions of the context of the study and reflections from the gathered information. Methodological assumptions consist of the assumptions made by the researchers regarding the methods used in the process of qualitative research (Creswell, 2013). The procedures the researchers used in collecting and analyzing data were inductive and were based on the informants' own thoughts as night vendors who experienced the phenomenon. The research here was the product of the values of the researchers. Through an inductive approach, raw textual data were condensed into a brief, summary format.

Rhetorical Assumption was observed because the language of the researchers' study followed the crafted narratives that used the language of qualitative research and became personal and literary. In this study, the researchers employed a literary style of writing. This is important for their study because it means that they were reporting on what they saw and heard in the most objective way possible. The rhetorical style of their research is more humanistic and about thorough descriptive and interpretive writing about their research results (Creswell, 2013).

Axiological Assumption was followed as the researchers discussed values that shaped the narrative or the story and included their interpretation in conjunction with the interpretations of the informants. The axiological assumption of logical positivist research is that it is value-free and unbiased, as opposed to naturalistic research, in which the researchers acknowledge their values and biases, as well as the valuable nature of the information gathered from the field.

Role of the Researchers

The process of conducting qualitative research is quite different from the quantitative one, and so is the researchers' role. Qualitative researchers seek to understand the phenomenal world through the study of events, actions, talk, and interactions. The researchers in this study were considered outsider-observers of the informants' overwhelming plight and joyful experiences.

Furthermore, the researchers did the essential tasks of thermalizing which were clarifying the purpose of the interview and the concepts being explored; designing, which was laying out the process through which the purpose was accomplished, or answering the question of what was being studied and how this was being studied; interviewing which was structured according to an interview guide made by the researchers, which outlined the themes covered during the interview; transcribing or the transcription of data; analyzing or determining the meaning of gathered material-metaphor, relating and comparing notes; and verifying or checking the reliability and validity of the material.

Additionally, after the interview results were obtained, it was the role of the researchers to verify the data analysis concerning the generalizability, reliability, and validity of findings and, finally, the presentation of the findings, conclusions, and recommendations. Because qualitative studies do not usually start from a strict theory or model, reflexivity on their part as researchers was required from the very beginning.

Research Respondents

This study utilized the purposive sampling technique. The researchers purposively selected the 18 respondents who met the criteria, i.e., must be night market vendors, must be residents of Brgy. Poblacion, Maasim, Sarangani Province, and must have experience in night market vending. According to Crossman (2018), purposive sampling is a non-probability sample that is selected based on

the characteristics of a population and the objective of the study. Purposive sampling is also known as judgmental, selective, or subjective sampling. This type of sampling can be very useful in situations when you need to reach a targeted sample quickly and where sampling for proportionality is not the main concern.

Research Informants

This study involved three (3) night market vendors in Brgy. Poblacion, Maasim, Sarangani Province. These informants were the ones who gave their full support through their approved consent.

NVI-1 is a 22-year-old single male who offers chicken barbecue and rice as his products during night vending. His average daily income ranges from 4,000 to 5,000 pesos. He started his night vending business using his personal savings as his initial capital.

NVI-2 is a 46-year-old female, married with five children, who earns an average daily income ranging from 1,000 to 2,000 pesos. She offered "Balut" to her patrons and started her business by borrowing money to use as capital.

NVI-3 is a 51-year-old male, married, who offers chicken lechon to his patrons. His average daily income ranges from 3,000 to 4,000 pesos. In addition to night vending, he works as a security guard at an establishment to help support his family's needs.

Selection Process

In this study, the informants were selected through the purposive sampling technique. Using this kind of sampling technique, they were chosen because of their similar characteristics. The informants that the researchers selected were those night market vendors located in Brgy. Poblacion, Maasim, Sarangani Province, and had experienced night market vending. The selection of the sample was based on their knowledge of this certain phenomenon to be able to meet the purpose of the study (Babbie, 2011). Furthermore, the researchers utilized purposeful criterion sampling to allow for modification to their study during data collection. It also provided information-rich informants (Gall, Gall, & Borg, 2013). Purposive sampling gave them a chance to have a wider understanding of the informants' experiences. The researchers did personal visits with the study informants to elicit the required information. Each informant was informed of the nature of the study as well as the manner of its conduct.

Additionally, sampling was done according to the criteria of being study informants. The chosen informants came from Brgy. Poblacion, Maasim, Sarangani Province, and had experienced the night market vending. Therefore, the night market vendors who consented to participate in the study were qualified as research informants. After the invitations were sent and when these three (3) informants expressed their intention to participate, the researchers readily conducted the Key Informants Interviews (KII) with each informant to validate the whole research and its findings. This is based on the recommendation of Creswell (2013) for phenomenological studies, though Patton (2011) argues that there are no specific rules when determining the appropriate sample size in qualitative research. The qualitative sample size may best be determined by the time allotted, resources available, and study objectives.

Research Locale

Brgy. Poblacion, Maasim, Sarangani Province is the locale of the study. It is currently headed by the Barangay Captain Hon. Rosalinda L. Asentista. It has a total land area of one hundred seventy-two (172) hectares. Its boundaries are Brgy. Bales, Brgy. Colon, Brgy. Kabatiol and Celebes Sea. It consists of seven (7) puroks with a total of 7,879 residents.

The operational strategies of night market vendors in Brgy. Poblacion, Maasim, Sarangani Province, a dynamic and expanding local economy in the southern region of the Philippines, is the primary focus of this study. Brgy. Poblacion, the central barangay of Maasim, is renowned for its commercial and administrative activities and has evolved into a lively center for both residents and visitors. The night market has become an indispensable component of the community's social and economic fiber.

The Brgy. Poblacion Night Market is primarily operational during the evenings and provides a diverse selection of consumer products, including local street food, crafts, apparel, and accessories. This marketplace has become increasingly popular over the years as a result of its accessibility, affordability, and the diverse selection of products it provides. It is particularly effective in attracting consumers after regular business hours. The local economy has been positively impacted by the night market's existence, which has created employment opportunities and a platform for small-scale entrepreneurs and vendors to exhibit their products.

With its strategic location along main roads and its proximity to commercial establishments, schools, and government offices, Brgy. Poblacion is an ideal location for a market of this nature. The night market is a unique economic and cultural experience that frequently facilitates community interaction and cultural exchange. The prevalence and success of the night market are significantly influenced by the operational strategies employed by vendors, which encompass a wide range of factors such as product selection, pricing, marketing, customer service, and the challenges of operating at night in light of its increasing significance.

The objective of this investigation was to investigate the operational strategies of night market vendors in Brgy. Poblacion, Maasim, Sarangani Province, with a particular emphasis on their adaptation to the distinctive characteristics of the night market environment. This research offers a comprehensive understanding of the effectiveness of these strategies and their impact on the overall viability of the market and the profitability of the vendors by examining the factors that influence their business operations.

Data Gathering Procedures

Before collecting the data, the researchers sought permission from the school principal to conduct the study outside the school premises. Upon receiving approval, the researchers personally distributed the questionnaires to the respondents and retrieved them afterward for interpretation and analysis.

Simultaneously, the researchers employed Key Informant Interviews (KII) as the primary method for qualitative data collection. Semi-structured interviews were conducted to address the study's sole qualitative research question. This method was chosen to allow informants to provide detailed and comprehensive answers based on their experiences. Open-ended questions were designed to encourage informants to elaborate on their responses while ensuring clarity and relevance to the research objectives.

Moreover, the use of semi-structured interviews provided the researchers with an opportunity to probe deeper into topics as the discussions unfolded, allowing them to gather additional information that may not have been covered in the planned questions. This approach enhanced the comprehensiveness of the data collection process. The oral nature of the interviews enabled informants to express themselves in their vernacular, which helped clarify their perspectives regarding the phenomenon under investigation—particularly their views on competitors' business hours of operation—as recommended by Gall, Gall, and Borg (2014).

Furthermore, recognizing that the informants were not fluent in English, the questionnaire was prepared in English with Bisaya translations to foster a more conversational approach and ensure they could fully understand the questions and express their thoughts freely. Efforts were made to eliminate complex or redundant questions and to avoid collecting unnecessary personal information, ensuring the interviews remained focused and respectful.

To encourage a high response rate, the interview guide was accompanied by a cover letter. The letter explained the purpose of the study, instructions for responding, the objectives of the research, and assurances about the confidentiality and security of the information provided by the informants. This approach aimed to establish trust and create a supportive environment for open and honest communication.

By allowing informants to articulate their ideas, views, and attitudes freely, the researchers were able to gain richer insights, which were instrumental in achieving the study's objectives (Berger, 2011). To ensure accuracy and reliability in data analysis, the researchers recorded the interviews with the consent of the informants. A tape recorder was used for this purpose, providing a precise account of the conversations for later transcription and analysis. This method not only preserved the authenticity of the informants' responses but also facilitated a thorough examination of the collected data.

Finally, the Key Informant Interviews (KII) were conducted at the work setting of the night market vendors, which was their preferred location—specifically at their stalls or stores. To ensure a smooth and distraction-free interview process, the researchers consulted with the informants to determine their preferred interview schedule and met them at their chosen time. This approach respected the informants' convenience and allowed them to engage in the interviews comfortably within their familiar environment.

Statistical Tools for Treatment of Data

The following statistical tools were employed to assess the reliability of the constructs in the survey questionnaire and to address the sub-problems of the study:

Reliability Assessment: Cronbach's Alpha was utilized to evaluate the reliability of the survey questions and ensure internal consistency within each construct.

Demographic Profile Analysis: Frequency and Percentage Count were used to describe and analyze the socio-demographic characteristics of the respondents.

Extent of Practice Analysis: The Weighted Mean was applied to determine the extent of practice of operational strategies during night market vending activities.

Significance Testing: One-way Analysis of Variance (ANOVA) was employed to examine whether there were significant differences in the operational strategies used by the respondents when grouped according to the types of product offerings and business hours.

All statistical tests were conducted at a 0.05 level of significance, ensuring that the results met the standard threshold for statistical reliability.

Data Analysis

Thematic analysis was the method the researchers used in analyzing qualitative data that involved reading through a set of data and looking for patterns in the meaning of the data to find common themes – topics, ideas, and patterns of meaning that came up repeatedly. It is an active process of reflexivity in which the subjective experience is at the center of making sense of the data (Creswell, 2013; Gall, Gall, & Borg, 2014; Maxwell, 2015). There are various approaches to conducting thematic analysis, but in this research, the researchers used the most common form that follows a six-step process: familiarization, coding, generating themes, reviewing themes, defining and naming themes, and writing up by Braun and Clarke (2006). Following this process helped the researchers avoid confirmation bias when formulating their analysis.

The first step was familiarization. The researchers did this by getting to know the data. It was very important to get a thorough overview of all the data they collected before they started analyzing individual items. This involved transcribing audio, reading through the text, taking initial notes, and generally looking through the data to get familiar with it. The second was coding. The researchers needed to code the data. Coding means highlighting sections of the text – usually phrases or sentences – and coming up with shorthand labels or “codes” to describe the content of their informants' significant statements. In their extracts, the researchers highlighted various phrases in different colors corresponding to different codes. Each code described the idea or feeling expressed in the part of the text.

At this stage, the researchers wanted to be thorough. They went through the transcript of every interview and highlighted everything that jumped out as relevant or potentially interesting. As well as highlighting all the phrases and sentences that matched these codes, they could keep adding new codes as they went through the text. After the researchers had gone through the text, they collated all the data into groups identified by code. These codes allowed them to gain a condensed overview of the main points and common meanings that recurred throughout the data (Creswell, 2013).

The third stage was generating themes. The researchers looked over the codes they created, identified patterns among them, and started coming up with themes. Themes were generally broader than codes. At this stage, they decided that some of their codes were too vague or not relevant enough because they did not appear very often in the data, so the researchers discarded them. Other codes became themes in their own right. Also, the researchers wanted to create potential themes that tell something helpful about the data for their study's purposes.

The fourth stage was reviewing the theme. In this stage, the researchers made sure that their themes were useful and accurate representations of the data. Here, they returned to the data set and compared their themes against it. When they encountered

problems with their themes, they split them up, combined them, discarded them, or created new ones: whatever made them more useful and accurate.

The fifth stage was defining and naming themes. Since the researchers already had a final list of themes, they named and defined each of them. In defining themes, they involved formulating exactly what they meant by each theme and figuring out how it helped them understand the data. On the other hand, naming major themes involved coming up with succinct and easily understandable names for the themes by categorizing them using the table.

Further, opposite the major themes in the table were the core ideas from the responses of the informants and the frequency of their responses or the commonalities of responses from the informants. For 50% more responses, it was classified as a General Theme, 25% to 50% of responses were classified as Typical, and less than 25% of responses were classified as a Variant Theme. This characterization found support in the study of Hill, Thomson, and Williams (2011) which suggested that “general” results apply to all cases, “typical” results apply to at least half of the cases, and “variant” results apply to at least two or three, but fewer than half, of the cases (Hill, Thomson, & Williams, 2011).

Finally, the sixth stage was writing up the researchers’ analysis of the data. In this stage, the results or findings section addressed each theme in turn. The researchers described how often the themes came up and what they meant, including examples from the data as evidence. Finally, the researchers’ conclusion explained the main takeaways and showed how the analysis answered their research question (Leech, 2012).

Trustworthiness

The researchers first invited the informants, in this case, the night market vendors who experienced the night market vending activities, and made them reflect on situations related to the topic before asking them to describe in detail a specific instance within one of these categories. This was done to ensure the reliability, validity, consistency, and credibility of the data. This made sure that, as Polkinghome (2015) suggests, views and concepts are well-grounded and well-supported throughout the thesis. The researchers’ strategy for ensuring this study's credibility was to carefully monitor rigor during the data collection, particularly during the interviews. Everything was based on factual information that was gathered from the informants themselves.

Further, the researchers did this specifically by tape-recording the interviews and adding process notes that they took while they were conducting the interviews. The process of circular and iterative data analysis involved listening to the tapes and replaying them, reading the transcripts and replaying them, and writing and replaying the descriptive data until saturation or redundancy was reached. The researchers intended to validate the final findings by discussing them with the study's informants. This is corroborated by Sandelowski (2016), who claimed that a study's credibility is determined by two factors: the readership's consensus and the clear presentation of all pertinent descriptive information. According to Lincoln and Guba (2014), internal validity in quantitative research is equivalent to credibility in qualitative research.

Additionally, credibility was demonstrated by the informants’ and discipline-specific experts' acceptance of the findings' veracity. The informants' acceptance of the phenomenon as it was described in their experiences—rather than their full story—serves as the basis for validating the final findings. Anyone who has lived experiences and reads the description would recognize it as if it were their telling of the story once the essence of the reality of the phenomenon has been captured.

In the meantime, the researchers demonstrated throughout the procedure the accurate recording of information that was confirmed by ongoing consultation with committee members to achieve confirmability. In addition, the validity and accuracy of the first three criteria—credibility, audibility, and appropriateness—were attested to by a professional research reviewer. In the order of the research process from the beginning to the end, confirmability established the accuracy of the data information and the soundness of judgments (Isaac & Pocock, 2015).

Since these perceptions were solely based on the personal experiences of the informants in the mentioned locality, the researchers did not assert that the transferability of this research's findings may be generalized. However, the researchers concurred with Rubin and Babbie (2011) when they stated that transferability is also addressed when credibility, confirmability, and dependability are ensured in a qualitative investigation.

Moreover, the researchers confirmed the dependability of the data through collection carried out in different settings and time frames spread over a period that offered the same results. This was found in offering information through the lenses of more than one informant from the same situation and verifying perceptions offered by the individual through member checking (Cohen, Kahn, & Steeves, 2011; Hardcastle, Ray, Beale, & Hagger, 2014). The aim was to uphold neutrality during close conversations and interactions to provide the informants with the main voice and the right to free expression of thoughts, preserving the originality of the data (Denzin & Lincoln, 2012; Wengraf, 2011).

Additionally, the researchers ensured the validity, reliability, and consistency of the exploration by the triangulation in the data gathering sources while informants had the option to examine their descriptions of their thoughts on considering their competitor’s business hours of operation as also suggested by Arthur and Nazroo (2013), Lewis (2013), Snape and Spencer (2013), and Wengraf (2011). Qualitative researchers cooperate with the informants of their study to present reliable information in that it is accurate and comprehensive of their data (Boudah, 2011).

Likewise, debriefing with the researchers’ thesis adviser, selected panelists who are language teachers, and experts in qualitative research at Colon National High School in categorizing emergent themes and categories were sought during a session conducted solely for that purpose. The results of the debriefing smoothed out some rough edges and enhanced the terminologies used for the themes and categories. In as much as most of the interview informants gave more or less the same information, the researchers felt that theme saturation, as Woodsong, Bennet, Harvey, and Wise (2015) referred to it, would have been reached. Finally, the triangulation was accomplished by the fact that the study had more than two sources (Creswell & Miller, 2015) namely, the readings from related literature, and the responses of the informants during the Key Informants’ Interviews (KII).

Ethical Considerations

To foster ethics in this study, the researchers ensured that all ethical considerations were followed as mandated by the Colon National High School Council of Ethics because it helped to avoid engaging in practices that may implicitly abuse or exploit

those with whom the researchers sought to do research. Ethical guidelines were put into place for the research period. Careful steps were taken to respect the confidentiality and privacy of the informants.

Informed Consent. Fontana and Frey (2011) emphasized the importance of exercising utmost caution to ensure that each informant provided informed consent. In this study, the purpose and scope of the research were clearly communicated to each informant in writing. The researchers encouraged informants to share their expressions, perceptions, and emotions freely, emphasizing that all responses were valuable as long as they were authentic, in alignment with Gadamer's (1976) theory. The credibility of the collected information was further reinforced through in-depth discussions and casual interactions with various staff members.

According to Gadamer (1976), fostering trust, openness, confidentiality, and anonymity helped encourage informants to express their genuine feelings and perspectives through their language. To ensure transparency and thorough documentation, the researchers adhered to the protocols outlined in the information letter and consent form. This included using MP4 recordings of the interviews, reflective field notes, verbatim transcripts, observation protocols, and other forms of documentation. As recommended by McMillan and Schumacher (2011), these measures were implemented to prevent the loss of critical information and to ensure the accuracy and reliability of the data collected.

Data Privacy. The researchers strictly adhered to the procedures set forth by the Institutional Review Board (IRB) as the study involved human participants. In compliance with the Data Privacy Act of 2012, the researchers responsibly implemented its rules and regulations, ensuring that the data and information shared by the informants would remain anonymous and protected under the confidentiality agreement outlined in the consent letters (Christians, 2011; Jones, 2011). Informants were reassured that their input was valuable and encouraged to share their experiences openly and authentically, without fear or hesitation. To further ensure transparency and accuracy, informants were provided the opportunity to review their interview responses before the data were reported. Pseudonyms were used in place of real names to protect their identities and maintain confidentiality. This approach not only upheld ethical standards but also fostered a sense of trust and cooperation, empowering informants to contribute meaningful and accurate data to the study.

Voluntary Participation. It was crucial to assure the informants that their participation in this research was entirely voluntary and that they had the freedom to discontinue their involvement at any point without any repercussions. Furthermore, the informants were explicitly informed that their decision to refuse participation or to withdraw from the study would not result in any penalties or loss of benefits to which they were otherwise entitled. This assurance was provided to uphold ethical standards and to foster an environment of trust and respect throughout the research process.

Gender Sensitivity. To ensure that this study was gender-sensitive, the researchers acknowledged and respected the perspectives and views of both male and female informants regarding the issue at hand. It was emphasized that, regardless of their gender, all responses were treated with equal importance in gaining a comprehensive understanding of their experiences with night market vending. Additionally, the researchers adopted inclusive and gender-neutral language during the Key Informant Interviews (KII) to foster an environment of equity and respect, ensuring that all informants felt valued and represented.

Cultural Sensitivity. Cultural sensitivity is a critical consideration when conducting research with individuals from diverse cultural backgrounds. In this study, the researchers demonstrated cultural sensitivity by respecting and valuing the key cultural norms and values of the informants' social groups. Efforts were made to avoid any questions or remarks that could be perceived as racist or offensive during the Key Informant Interviews (KII). Additionally, the researchers ensured that the language used throughout the study was non-discriminatory and inclusive, fostering an environment of respect and understanding for the cultural diversity of all participants.

IV. RESULTS AND DISCUSSION

QUANTITATIVE RESULTS AND DISCUSSIONS

This includes the socio-demographic profile of the respondents in terms of age range, gender, types of product offerings, business hours, business location, and income from night vending. Similarly, this chapter provides data on the extent of practice of operational strategies by the respondents in terms of business hours, business location, product offerings, supply management, customer focus, pricing, innovation, and adaptation. Also, a significant difference in the operational strategies employed by the respondents when grouped according to types of product offerings and business hours is elucidated.

Socio-Demographic Profile of the Respondents

This study identified the socio-demographic profile of the respondents in terms of age range, gender, types of product offerings, business hours, business location, and income from night vending. From eighteen (18) respondents, the results in Figures 1 to 6 show their socio-demographic profile using frequency count and percentage.

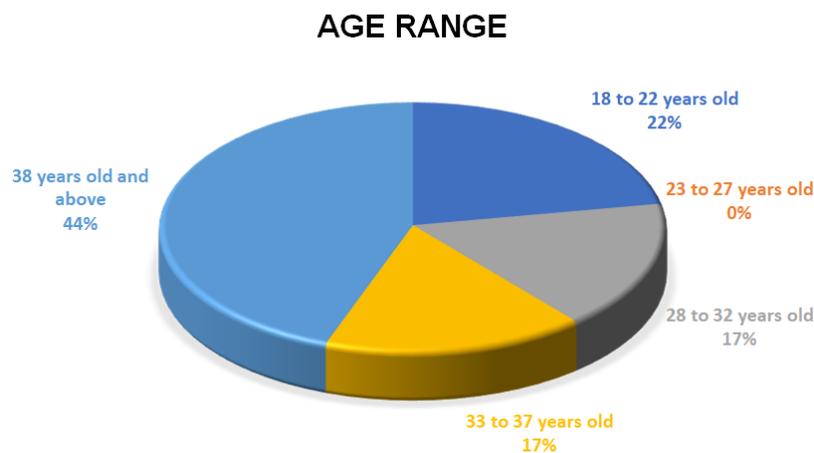


Figure 1. Age Range of the Respondents

The pie chart provides an overview of the age distribution among the respondents (night market vendors) in the study. **38 years old and above (44%)**: This group represents the largest proportion of respondents, comprising 44% of the total. It suggests that a significant number of night market vendors belong to a more experienced and possibly older demographic, which may imply longer exposure to the night market business and operational strategies. **18 to 22 years old (22%)**: The second-largest group, accounting for 22% of respondents, is comprised of young adults. This indicates that a notable portion of the vendors are relatively younger and might be newer to the business or more inclined toward trying entrepreneurial activities at an early stage.

Moreover, **28 to 32 years old (17%)** and **33 to 37 years old (17%)**: Both groups represent an equal share of 17% each. This suggests a balanced representation of mid-aged vendors who may have moderate experience in the field and are actively engaged in the business during their prime working years. **23 to 27 years old (0%)**: Notably, there are no respondents within this age group, which could indicate that individuals in this age range are either less likely to engage in night market vending or were not represented in this particular sample.

Implications

The data indicates that the majority of night market vendors are aged 38 years and above, highlighting the prevalence of older and more experienced individuals in this line of work. The presence of younger vendors (18 to 22 years old) suggests some level of generational diversity, though there is a gap in representation among those aged 23 to 27 years old. Overall, the age distribution suggests that the night market vending business attracts both younger individuals seeking opportunities and older, more seasoned vendors who likely bring extensive experience to their operations.

This trend aligns with findings from Abitria (2024), which reported that the majority of night market vendors are aged 51-60 years, comprising 29.47% of the total, followed by those aged 41-50 years at 25.6%. Similarly, data from Zippia (2024) shows that 65% of street vendors are aged 40 years and above.

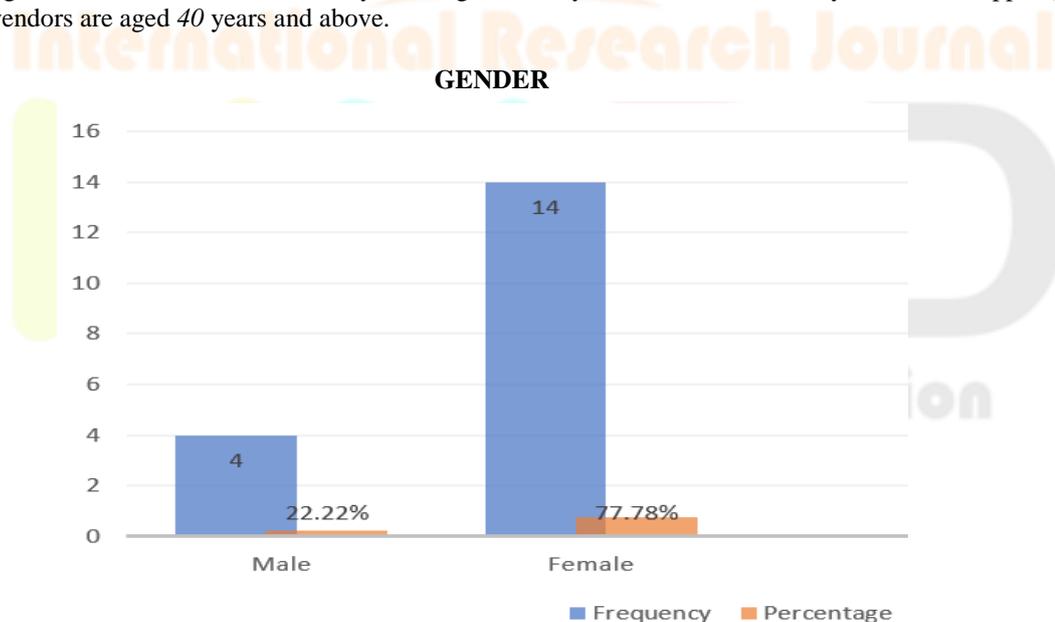


Figure 2. Gender Distribution of the Respondents

The bar graph illustrates the gender distribution of the night market vendors surveyed. Of the total respondents, **14 (77.78%)** are **female**, indicating a significant majority of women involved in night market vending. **4 (22.22%)** are **male**, representing a smaller proportion of male vendors. This data suggests that females are more prominently represented in the population of night market vendors surveyed. This could reflect gender roles, economic participation, or other socio-cultural factors influencing night market operations in the area.

Implications

This economic activity is dominated by women, as the study's results indicate that 77.78% of the night market vendors are female and only 22.22% are male. This gender disparity underscores the significance of the socio-economic and cultural aspects of informal economic participation. The substantial representation of women is consistent with research conducted by Chen (2024), which underscores the fact that women are frequently overrepresented in the informal sector as a result of their adaptable nature, which enables them to reconcile household responsibilities with their professional obligations. This may imply that night market vending offers a viable source of income for women, particularly in communities where formal employment opportunities are scarce.

Additionally, Babbitt (2015) states that women frequently utilize informal markets, including night markets, as a result of the opportunity for entrepreneurial pursuits and the reduced entry barriers. In this study, the predominance of women is indicative of these global trends, which offer women, particularly those in lower income brackets, critical income-generating opportunities in informal economies. Also, the findings may be indicative of cultural norms that govern gender roles. Women are frequently involved in small-scale trading or vending as a result of societal expectations to supplement household income while remaining close to their families, as noted by ILO (2018).

In contrast, the lower proportion of male vendors may suggest that men are more inclined to pursue formal employment opportunities or higher-risk entrepreneurial ventures. Men are frequently underrepresented in informal economic activities, unless these activities are physically demanding or highly profitable, as Vanek (2014) has noted. Therefore, the necessity of targeted policies to empower both male and female vendors is indicated by this gender imbalance. Women may benefit from programs that offer access to credit, training, and infrastructure to improve their enterprises, while male participation in informal economies such as night markets may be promoted through diversified roles or support mechanisms.

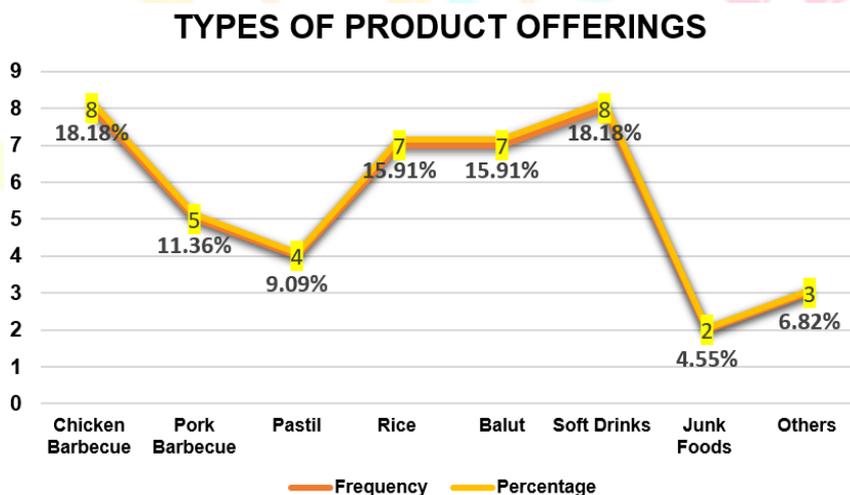


Figure 3. Types of Product Offerings of the Respondents

The line graph illustrates the distribution of various product offerings by the respondents, expressed in both frequency and percentage. It can be gleaned from the graph that *Chicken Barbecue* and *Soft Drinks* are the most commonly sold products, each with a frequency of 8, accounting for 18.18% of the total offerings. This suggests that these items are staples at night markets, likely due to their widespread appeal and demand among customers. Further, *Rice* and *Balut* are offered by 7 vendors each, making up 15.91% of the total offerings. These items are complementary or culturally significant, adding variety to the food options at the night market.

Moreover, *Pork Barbecue* is offered by 5 vendors, representing 11.36% of the total. While less popular than chicken barbecue, it still serves as a notable choice for customers seeking variety. On the other hand, *Pastil* is offered by 4 vendors (9.09%), and *Junk Foods* by only 2 vendors (4.55%), indicating lower demand or specific target audiences for these items. *Others* account for 3 vendors (6.82%), which may include niche or unique products not categorized in the main list.

Implications

The prevalence of chicken barbeque and soft drinks corresponds with research by Smith and Sparks (2014), which underscores the popularity of inexpensive, ready-to-consume food products in informal marketplaces. The diminished prevalence of junk food options may indicate a change in customer preferences favoring freshly produced goods, as argued by Cohen and Garrett (2010) in their analysis of street food trends. Vendors could leverage the elevated demand for chicken barbeque and soft drinks by enhancing supply chains or inventing preparation techniques, as suggested in studies such as FAO (2017), which underscore food safety and quality in informal markets. This analysis may assist suppliers in aligning their offerings with consumer demand, hence boosting their competitiveness in the night market environment.

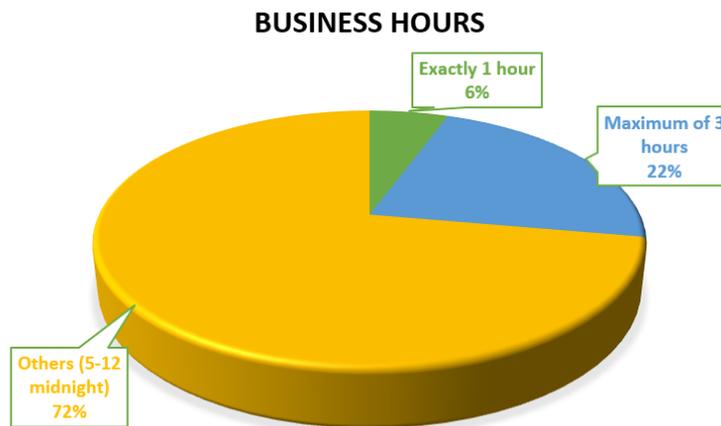


Figure 4. Business Hours of the Respondents

The pie chart illustrates the distribution of business hours among the respondents who are night market vendors. It can be construed that the dominant business hours of the majority of respondents (72%) operate specifically from 5 PM to 12 midnight. This indicates that most vendors align their schedules with peak consumer activity during the evening and late-night hours, which are typical for night market operations. Moreover, 22% of respondents conduct their business for a maximum of 3 hours. This suggests that a significant portion of vendors has shorter operating hours, possibly due to product demand, availability, or logistical constraints.

On the other hand, only 6% of respondents operate for exactly 1 hour, indicating that a very small portion of vendors has extremely limited operating hours. These may include vendors who sell highly specific or fast-selling items, or those who engage in night market activities as a supplementary income source.

Implications

The results suggest that the concentration of business hours between 5 PM and 12 midnight is a reflection of the vendors' response to consumer behavior. This is consistent with the findings of Ravallion and van de Walle (2016), which indicate that informal market activities are at their highest during non-working hours. Additionally, vendors with reduced operating hours may concentrate on high-demand products to guarantee profitability within restricted timeframes, as evidenced by Bhowmik (2015) in his research on the sustainability of street vending.

Additionally, vendors who operate on extended hours may encounter obstacles regarding inventory management, energy consumption, or safety, underscoring the necessity of support measures such as adequate lighting and refuse disposal facilities, as demonstrated by research conducted by the Food and Agriculture Organization of the United Nations (2017). This analysis emphasizes the significance of strategic scheduling for night market vendors to effectively respond to customer behavior patterns and maximize profits.

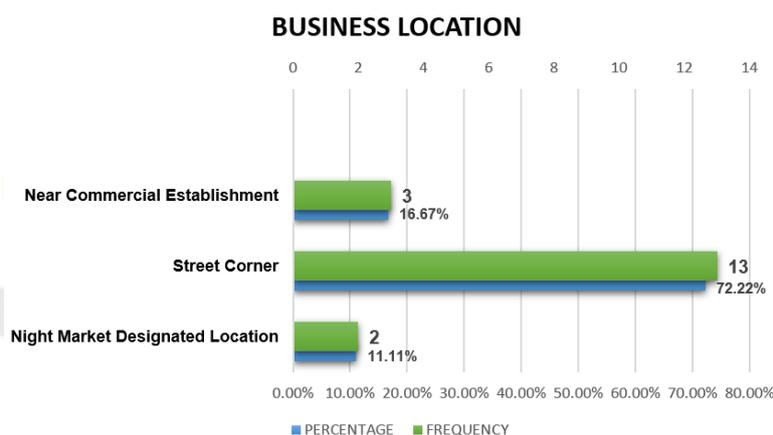


Figure 5. Business Location of the Respondents

The bar graph provides an overview of the business locations of night market vendors based on frequency and percentage. The figure demonstrates that the majority of respondents (13 vendors) operate at street corners, making up 72.22% of the sample. This reflects the strategic use of high-visibility and high-traffic areas by vendors to attract passersby and maximize sales opportunities. Street corners are often accessible and allow vendors to reach a diverse customer base. On the other hand, a smaller proportion (3 vendors) chose to set up their businesses near commercial establishments, accounting for 16.67% of respondents. This location may provide vendors with the advantage of proximity to established customer traffic generated by nearby businesses.

Finally, the least utilized option is the designated night market location, with only 2 vendors (11.11%) choosing this area. This could indicate limited space availability, lower customer traffic compared to street corners, or restrictions on operating in such locations.

Implications

The results suggest that vendors prioritize street corners because of their accessibility and visibility, which is consistent with studies, such as those conducted by Bromley (2020) that underscore the significance of location in the success of informal market vendors. The low preference for designated night market areas underscores potential obstacles, including regulations, competition, or perceived reduced profitability, as identified in Bhowmik's (2015) research on the challenges of formalizing street vending zones. Additionally, the advantages of aggregating near complementary businesses are underscored by the fact that vendors close to commercial establishments capitalize on established customer flows, as demonstrated by Donovan (2018). This analysis indicates that vendors are inclined to concentrate on locations with the highest visibility and foot traffic, underscoring the necessity of urban planning policies that effectively balance the requirements of vendors with public accessibility.

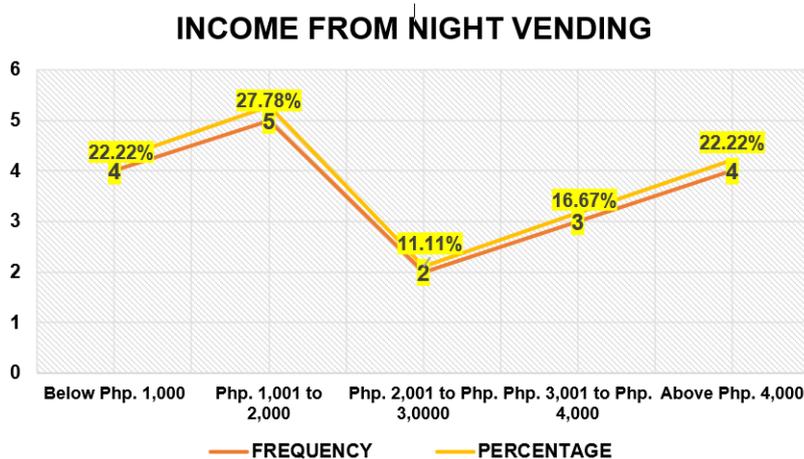


Figure 9. Income from Night Vending of the Respondents

The line graph illustrates the income distribution from night vending among respondents (night market vendors) based on their income ranges. Most vendors (27.78%) earn between **Php 1,001 and Php 2,000**. A small group (11.11%) earns between **Php 2,001 and Php 3,000**, reflecting a dip in income levels for this range. The percentages rise again in the higher income categories, showing a bimodal distribution where some vendors achieve higher earnings (**above Php 4,000 with 22.22% and Php. 3,001 to Php. 4,000 with 16.67%**) while others earn lower amounts (**below Php 1,000 with 22.22%**). The data highlights income disparities, where a significant proportion earns relatively low, but some manage to secure higher profits, suggesting variability in business performance.

Implications

The findings indicate that vendors who have a lengthier business lifespan and adhere to established operational management practices tend to achieve superior sales performance. Business lifespan was identified as a substantial predictor of sales performance among night market vendors in a study conducted in Malaysia (Salleh, Yaakub, Yunus, & Ghani, 2024). The same Malaysian study discovered that the number of employees is a significant factor in determining sales performance. Vendors with a greater number of employees may be able to manage larger operations, serve a greater number of consumers, and, as a result, generate a higher income.

Additionally, increased initial capital enables vendors to acquire a wide variety of products and invest in high-quality offerings, thereby enticing a greater number of customers and boosting their income. According to research conducted on street vendors in Indonesia, the capital has a substantial impact on their income (Febriani & Setyowati, 2024). Furthermore, vendors who ensure that their products are consistent with consumer preferences and interests are more likely to generate increased sales. The Malaysian study also investigated the impact of consumers' inclinations and preferences on the performance of night market traders (Salleh, Yaakub, Yunus, & Ghani, 2024).

In the same vein, vendors located in high-traffic areas experience an increase in consumer exposure, which results in increased sales. In addition, the research on street vendors in Indonesia examined the impact of business location on income (Febriani & Setyowati, 2024). Vendor income can be influenced by factors such as weather conditions, competition, and regulatory compliance. Abitria (2024) conducted a study on night market vendors in the Province of Albay, which revealed that they encounter external challenges that can impact their operations and income. Promoting equitable economic growth within this sector may be achieved by addressing these factors through targeted support and training programs, which may help reduce income disparities among night market vendors.

Extent of Practice of Operational Strategies

This study investigated the extent of the practice of operational strategies of night market vendors in terms of their business hours, business location, product offerings, supply management, customer focus, pricing, innovation, and adaptation. From eighteen (18) night market vendors, Tables 1 to 8 in the succeeding pages show the complete results using the Weighted Mean.

Table 1. Extent of Practice of Operational Strategies In Terms of Business Hours

Indicators	Weighted Mean	Interpretation
I regularly began operations during established hours.	4.28	Very High Extent of Practice
I reviewed and adjusted my hours to accommodate a wider range of customers based on their feedback.	3.50	High Extent of Practice
I considered competitors' business hours when determining my operational schedule.	2.28	Low Extent of Practice
I prepared myself and/or our staff to adapt to changes and aligned with business hours.	4.28	Very High Extent of Practice
I operated extended hours to seasonal demands to accommodate more customers.	4.17	High Extent of Practice
Overall Mean	3.70	High Extent of Practice

Legend: (4.21 – 5.00) Very High Extent of Practice (3.41 – 4.20) High Extent of Practice (2.61 – 3.40) Moderate Extent of Practice (1.81 – 2.60) Low Extent of Practice (1.00 – 1.80) Very Low Extent of Practice

The table evaluates the extent of practice of operational strategies in terms of business hours among respondents based on specific indicators. Each indicator is measured with a Weighted Mean and categorized into different levels of practice based on the legend provided. It can be understood that generally, the respondents have a **high extent of practice** of business hours as an operational strategy in their night market vending activities as evidenced by the overall mean of **3.70** ($x=3.70$).

Specifically, the vendors consistently follow established business hours, demonstrating punctuality and reliability (4.28); they show flexibility in modifying business hours to cater to customer needs, though there is room for further improvement (3.50); they rarely consider competitors' schedules, indicating limited strategic planning regarding competition (2.28); they are well-prepared to handle changes, showing adaptability and responsiveness (4.28), and they extend hours during peak seasons, capitalizing on increased customer demand (4.17).

In sum, the high extent of practice indicates that respondents generally implement operational strategies related to business hours effectively, although certain areas, such as competitor awareness, need improvement.

Implications

Vendors emphasize consumer convenience by adhering to consistent hours and modifying schedules in response to feedback. This corresponds with Kotler (2023), who underscored that customer satisfaction methods are essential for the success of small businesses. A high readiness to adjust hours demonstrates operational agility, a crucial element for entrepreneurial performance in unpredictable markets, as emphasized by Baron and Markman (2020). The minimal consideration of competitors' schedules indicates that sellers may lack strategic awareness of market competitiveness. Porter (2015) asserts that competition analysis is crucial for effective positioning and achieving a competitive edge. Furthermore, increasing hours during peak seasons reflects the conclusions of Grewal and Levy (2017), who emphasized the necessity of synchronizing operations with demand variations to optimize sales. Consequently, suppliers ought to be educated to observe competitor techniques more proficiently to improve competitiveness. They should be motivated to pursue further flexibility informed by comprehensive consumer surveys that could enhance operation hours and increase profitability.

Overall, these findings indicate that night market suppliers are typically responsive to operational demands but might enhance their growth by using competition knowledge and sophisticated market strategies.

Table 2. Extent of Practice of Operational Strategies In Terms of Business Location

Indicators	Weighted Mean	Interpretation
I strategically choose my business location to maximize customer access and convenience.	4.78	Very High Extent of Practice
In ensured that my business location is easily accessible via public and private transportation to attract more customers.	4.67	Very High Extent of Practice
I reviewed and accessed the suitability of my business location based on local market conditions and trends.	4.28	Very High Extent of Practice
I considered strategically my business location's proximity to competitors to attract more customers.	3.72	High Extent of Practice
I considered my business location which allow me to efficiently manage supplies and logistics.	4.22	Very High Extent of Practice
Overall Mean	4.33	Very High Extent of Practice

Legend: (4.21 – 5.00) Very High Extent of Practice (3.41 – 4.20) High Extent of Practice (2.61 – 3.40) Moderate Extent of Practice (1.81 – 2.60) Low Extent of Practice (1.00 – 1.80) Very Low Extent of Practice

The table demonstrates the results that the respondents have a **very high extent of practice** of operational strategies in terms of business location as shown by the overall mean of **4.33** ($x=4.33$). This specifically means that the vendors are strategically choosing a business location (4.78). This indicator received the highest weighted mean, indicating that businesses prioritize maximizing customer access and convenience; the vendors ensure accessibility via public and private transportation (4.67). The

second-highest score suggests that businesses recognize the importance of transportation accessibility to attract more customers. Moreover, they also review the suitability of location based on market conditions (4.28), meaning businesses moderately consider local market conditions and trends when choosing their location. However, when it comes to proximity to competitors (3.72), it scored the lowest, indicating that strategic positioning relative to competitors is less emphasized, but to efficient management of supplies and logistics (4.22), this reflects that businesses value logistical efficiency in their location decisions.

Implications

The results imply that businesses prioritize choosing locations that maximize customer access and convenience, demonstrating an awareness of how critical location is for attracting and retaining customers. Brown and Duguid (2020) emphasize that the strategic placement of a business significantly enhances customer satisfaction and footfall. They argue that a convenient location contributes to a competitive advantage, especially in retail and service industries.

Moreover, Kotler and Keller (2016) highlight that customers are more likely to prefer businesses that are easily accessible, leading to higher loyalty and repeat purchases. The high score in this indicator underscores the significance of ensuring that customers and suppliers can reach the location easily. This factor is particularly critical for urban businesses.

Also, Smith and Johnson (2018) found that accessibility via public and private transport systems is a key determinant of business success, especially in metropolitan areas where mobility influences consumer behavior. Christopher (2016) also highlighted that good transportation connectivity optimizes the supply chain, reducing costs and delivery times.

Businesses are moderately focused on analyzing local market trends and conditions when deciding on a location, indicating a strategic approach to align with consumer demands and economic patterns. Porter (2018) emphasizes that understanding local market dynamics, such as customer demographics, purchasing power, and trends, allows businesses to adapt more effectively and maintain profitability.

Similarly, Kotler and Armstrong (2020) stress the importance of situational analysis in strategic planning, including location-related factors. While still significant, this factor scored lower compared to others, suggesting that businesses may be focusing more on customer-centric and operational factors rather than direct competitive positioning. Likewise, Kim and Mauborgne (2014) suggest that businesses adopting the "Blue Ocean Strategy" often seek uncontested market spaces rather than competing directly with nearby rivals. However, Porter's (2018) competitive forces framework advocates for carefully evaluating competitor proximity to either benefit from customer spillovers or differentiate offerings.

Furthermore, the focus on supply chain and logistics efficiency reflects the operational emphasis on minimizing costs and delays while ensuring customer satisfaction. Chopra and Meindl (2019) argue that logistics-focused location decisions are vital for achieving operational excellence and reducing inventory and transportation costs. Christopher (2016) reiterates that location decisions directly impact the responsiveness and efficiency of supply chains. Businesses exhibit a strong emphasis on operational strategies related to location, showing a mature and strategic approach to optimizing customer access, market alignment, and logistics.

Thus, businesses should regularly evaluate whether their location aligns with changing market trends and customer behaviors. Kotler and Armstrong (2020) emphasize the need for periodic situational analysis to adapt to evolving business environments.

Table 3. Extent of Practice of Operational Strategies In Terms of Product Offerings

Indicators	Weighted Mean	Interpretation
I tailored my product offerings to meet specific customer segments.	4.44	Very High Extent of Practice
I aligned my product offerings with the current industry trends.	3.61	High Extent of Practice
I updated my product varieties to meet customer demands which significantly contributed to business growth.	4.39	Very High Extent of Practice
I continuously evaluated the market to adjust my product offerings.	4.28	Very High Extent of Practice
I introduced new products to maintain competitive advantage and replace outdated ones with more relevant offerings.	3.06	Moderate Extent of Practice
Overall Mean	3.96	High Extent of Practice

Legend: (4.21 – 5.00) Very High Extent of Practice (3.41 – 4.20) High Extent of Practice (2.61 – 3.40) Moderate Extent of Practice (1.81 – 2.60) Low Extent of Practice (1.00 – 1.80) Very Low Extent of Practice

It can be construed from the table that the respondents have a **high extent of practice** of operational strategies in terms of product offerings, as demonstrated by the overall mean of **3.96** ($\bar{x}=3.96$). Particularly, the vendors tailor their product offerings to specific customer segments (4.44). This indicator achieved the highest score, indicating that businesses place significant importance on customizing products to meet the needs of specific market segments. They also align their product offerings with industry trends (3.61), meaning they moderately emphasize keeping their products relevant to evolving industry trends. Furthermore, they update their product varieties to meet customer demands (4.39). The score reflects a robust effort to innovate and diversify offerings based on customer expectations. Similarly, they continuously do market evaluations to adjust offerings (4.28), meaning they actively engage in monitoring market trends to adapt their offerings effectively. However, introducing new products to maintain competitive advantage (3.06) becomes less evident among the respondents. This indicator scored the lowest, suggesting a lesser focus on innovation or replacement of outdated products. Hence, the overall result suggests a significant but not absolute commitment to product-related operational strategies.

Implications

High customization reflects businesses' focus on niche markets and customer satisfaction, which can improve loyalty and competitive positioning. Kotler and Keller (2016) emphasize the importance of market segmentation and tailored offerings in achieving higher customer satisfaction and business profitability. Also, Zeithaml (2020) highlights that personalized products align with specific customer preferences, increasing perceived value and purchase likelihood.

While businesses respond to trends, a more proactive approach to trend forecasting may enhance relevance and competitiveness. Drucker (2018) argues that businesses must anticipate trends rather than react to remain leaders in their industries. Rogers (2023) stresses the adoption of innovations as key to aligning with industry shifts.

Moreover, diversification in response to customer demands supports sustainable business growth and market relevance. Day (2024) emphasizes that businesses that continually refine their offerings to meet customer needs are more likely to sustain a competitive advantage. Similarly, Urban and Hauser (2023) highlight that updating product portfolios helps businesses retain existing customers and attract new ones.

Additionally, regular market assessment allows businesses to remain agile, pivot when necessary, and meet shifting consumer expectations. Porter (2018) underscores that continuous market analysis is critical for strategic adjustments and maintaining a competitive edge. Kotler and Armstrong (2020) suggest that market evaluations guide product innovation and positioning strategies. The moderate focus on introducing new products could indicate a cautious or resource-constrained approach to innovation. Christensen (2017) in *The Innovator's Dilemma* argues that businesses that fail to innovate risk disruption from competitors. Also, Tidd and Bessant (2018) emphasize that proactive innovation ensures relevance in rapidly changing markets.

Table 4. Extent of Practice of Operational Strategies In Terms of Supply Management

Indicators	Weighted Mean	Interpretation
I track and monitor inventory levels to ensure consistent availability of products which reflect a good supply management system strategy in place.	4.61	Very High Extent of Practice
I review and improve the supply management processes of my business.	4.61	Very High Extent of Practice
I ensure that my business has high-performing suppliers since they contribute to a more reliable and efficient supply chain.	4.94	Very High Extent of Practice
I consider the flexibility of my supply chain since it allows me to quickly adapt to changes in demand.	4.17	High Extent of Practice
I maintain strong relationships with suppliers to ensure a steady supply of goods.	4.72	Very High Extent of Practice
Overall Mean	4.61	Very High Extent of Practice

Legend: (4.21 – 5.00) Very High Extent of Practice (3.41 – 4.20) High Extent of Practice (2.61 – 3.40) Moderate Extent of Practice (1.81 – 2.60) Low Extent of Practice (1.00 – 1.80) Very Low Extent of Practice

The table elucidates that the respondents have a **very high extent of practice** of operational strategies with respect to supply management as supported by the overall mean of **4.61** ($x=4.61$). This certainly means that the vendors track and monitor their inventory levels (4.61). They exhibit robust inventory management strategies to maintain consistent product availability. Effective inventory monitoring ensures product availability, minimizes stockouts, and reduces excess inventory. They review and improve supply management processes (4.61). Their continuous improvement of supply management processes is a strong focus. This indicates a commitment to operational efficiency and process optimization.

Furthermore, they ensure high-performing suppliers (4.94). This indicator scored the highest, highlighting the importance businesses place on reliable and efficient suppliers. High-performing suppliers are critical for maintaining consistent quality, timely deliveries, and reducing supply chain disruptions. Also, they consider the flexibility of the supply chain (4.17). Flexibility is moderately prioritized to adapt to fluctuations in demand. While significant, there is room for further improvement in adapting to demand variability. Additionally, they maintain strong relationships with suppliers (4.72), meaning their businesses prioritize building and maintaining strong relationships with suppliers. Healthy supplier relationships ensure a steady supply of goods and can lead to better terms, trust, and collaboration.

The overall results indicate that supply management practices are a high priority, with businesses demonstrating significant operational efficiency.

Implications

The results indicate that night vendors employ effective supply management techniques, such as meticulous inventory oversight and selective supplier selection, to guarantee product availability and satisfy consumer demand. This methodology corresponds with the extensive literature, emphasizing that proficient supply management encompasses not only the monitoring of items but also the collaboration with dependable suppliers to mitigate risk and provide seamless operational continuity (Knight, 2022).

By concentrating on sustaining high-performing suppliers and adaptable supply chains, the vendors comply with the strategic requirements established by Johnson (2021). These characteristics underscore the significance of enduring reliability and adaptability, which are crucial for addressing fluctuating market demands. This method corresponds with the notion of collaborative

supplier partnerships articulated by Vandachali (2020). These relationships advantage both vendors and suppliers by promoting sustainability and mitigating supply risks. The vendors' capacity to swiftly adjust to fluctuations in demand highlights the significance of incorporating contemporary technology and techniques to optimize supply chains, as indicated by Monczka (2021).

Utilizing strategic methods adeptly addresses the intricate issues of inventory management. Emphasizing the crucial function of strategic and adaptive supply management in the prosperity of small enterprises. Furthermore, by meticulously overseeing inventory levels and choosing strategic suppliers, night merchants guarantee that their product offerings stay consistent and dependable. This diminishes the probability of stockouts, which can adversely affect customer satisfaction and sales. Maintaining an equilibrium between supply and demand is essential for fostering customer loyalty and facilitating long-term corporate growth. Supply management strategies not only address immediate operational requirements but also yield extensive socio-economic advantages. Guaranteeing product availability and sustaining a dependable supply chain, these factors augment the capacity to fulfill customer needs, thereby solidifying their position as vital contributors to the urban economy (Monczka, 2021).

Table 5. Extent of Practice of Operational Strategies In Terms of Customer Focus

Indicators	Weighted Mean	Interpretation
I gather customer feedback to improve my products and services.	4.78	Very High Extent of Practice
I/we consistently foster customers and train our staff to enhance service and relations.	4.61	Very High Extent of Practice
I personalize my services and offerings based on individual customer preferences.	3.78	High Extent of Practice
I ensure the resolution of customer complaints and issues.	4.50	Very High Extent of Practice
I quickly adapt to changing customer demands.	4.33	Very High Extent of Practice
Overall Mean	4.40	Very High Extent of Practice

Legend: (4.21 – 5.00) Very High Extent of Practice (3.41 – 4.20) High Extent of Practice (2.61 – 3.40) Moderate Extent of Practice (1.81 – 2.60) Low Extent of Practice (1.00 – 1.80) Very Low Extent of Practice

The table highlights the extent to which operational strategies, specifically customer focus, are practiced. In the context of night market vending, the respondents showed a **very high extent of practice** as evidenced by the overall mean of **4.40** ($x=4.40$). This specifically means that in gathering customer feedback (4.78), night market vendors excel in collecting customer feedback, likely through direct interactions. This shows their willingness to adjust offerings based on customer input, a crucial factor in fostering loyalty and improving satisfaction in a highly competitive environment. Also, in training and fostering customer relations (4.61), the emphasis on training staff or vendors to enhance service quality indicates the vendors' commitment to building lasting relationships with their customers. This is vital in night markets, where personal connections and consistent quality attract repeat customers.

Furthermore, concerning personalization of services (3.78), a slightly lower rating suggests room for improvement in tailoring services to individual preferences. In a night market setting, where diverse customers are common, personalized approaches—such as offering unique or customizable products—could enhance customer engagement. Similarly, regarding resolving complaints (4.50), night market vendors effectively address customer complaints, ensuring a positive experience. Handling issues efficiently is particularly important in crowded and dynamic environments like night markets, where word-of-mouth can significantly impact reputation. Likewise, in adapting to changing demands (4.33), vendors are adaptable, which is essential given the fast-paced and ever-changing trends in night markets. This flexibility helps maintain relevance and customer interest.

Indeed, night market vendors show a strong commitment to customer-focused strategies. Their ability to consistently implement these strategies reflects their understanding of the market's demands and customer expectations.

Implications

According to Kotler (2016), customer feedback serves as a cornerstone for improving service quality and customer retention. Night market vendors could leverage informal feedback mechanisms, such as conversations or quick surveys, to refine their offerings and stand out from competitors. Also, as noted by Pine and Gilmore (2018), personalization enhances customer loyalty. Night market vendors might benefit from adopting digital tools, like QR codes or online platforms, to offer discounts or product recommendations based on purchase history.

Moreover, studies by Bitner (2014) emphasize the importance of training for creating meaningful customer relationships. Night market vendors may conduct workshops or informal training sessions to ensure all team members deliver a consistent and welcoming customer experience. Research by Christensen (2017) highlights that adaptability is critical in dynamic environments. Night market vendors must stay updated on food and product trends, incorporating them quickly to maintain competitiveness. In addition, Zeithaml (2016) suggests that resolving complaints effectively not only addresses immediate concerns but also builds long-term customer trust. For night market vendors, ensuring prompt action and transparency in resolving issues can foster a loyal customer base. By focusing on these areas, night market vendors may further enhance their operational strategies, ensuring sustained growth and customer satisfaction.

Table 6. Extent of Practice of Operational Strategies In Terms of Pricing

Indicators	Weighted Mean	Interpretation
I aligned my pricing strategy with the overall business objectives.	4.56	Very High Extent of Practice
I evaluate and adjust prices based on market trends to maintain prices' competitiveness.	3.78	High Extent of Practice
I consider customer feedback since it plays a key role in shaping my/our pricing decisions.	4.50	Very High Extent of Practice
I consider the price elasticity of demand which measures how sensitive consumers are to price changes is fostered.	3.83	High Extent of Practice
I analyze the cost structure to ensure my pricing remains sustainable and help maintain a balance between profitability and customer satisfaction.	4.89	Very High Extent of Practice
Overall Mean	4.31	Very High Extent of Practice

Legend: (4.21 – 5.00) Very High Extent of Practice (3.41 – 4.20) High Extent of Practice (2.61 – 3.40) Moderate Extent of Practice (1.81 – 2.60) Low Extent of Practice (1.00 – 1.80) Very Low Extent of Practice

The table focuses on the extent of practice of operational strategies in terms of pricing. It can be seen in the table that the respondents have a **very high extent of practice** in terms of pricing, as indicated by the overall mean of **4.31** ($x=4.31$). Certainly, when it comes to the alignment of pricing with business objectives (4.56), night market vendors show strong alignment between pricing strategies and overall business goals, such as profitability and market competitiveness. This ensures consistent growth and stability while meeting customer expectations. Also, in terms of evaluation and adjustment based on market trends (3.78), while vendors consider market trends to maintain competitiveness, this indicator scored slightly lower. This suggests that vendors may face challenges in keeping up with rapidly shifting trends, which are common in dynamic markets like night markets.

Additionally, regarding customer feedback in pricing decisions (4.50), vendors highly value customer feedback when setting prices. This reflects a customer-centric approach where affordability and perceived value are prioritized to attract and retain patrons. Likewise, in consideration of price elasticity (3.83), the moderate focus on price sensitivity highlights an awareness of how changes in pricing impact demand. Vendors understand the importance of balancing affordable pricing with profitability, though a more detailed analysis of elasticity could improve outcomes. Finally, in terms of cost structure analysis for sustainability (4.89), vendors prioritize analyzing cost structures, indicating a clear effort to balance profitability and customer satisfaction. This is critical in night market vending, where thin profit margins and high competition necessitate careful financial planning.

Simply put, pricing strategies are implemented to a very high extent among night market vendors. Their ability to adapt pricing to align with both business goals and customer needs demonstrates a strong understanding of market dynamics.

Implications

Kotler and Keller (2016) assert that pricing methods congruent with business aims and customer expectations can foster loyalty. For night market merchants, sustaining competitive yet fair pricing is crucial for enticing repeat customers in a saturated economy. Nagle and Müller (2017) assert that responding to market movements improves competitiveness. Night market suppliers should utilize techniques like social media and competitive analysis to remain apprised of changing trends and modify their prices accordingly.

Zeithaml (2016) emphasizes that integrating consumer feedback into pricing strategies enhances perceived value and customer happiness. Night market vendors should implement informal methods, such as casual dialogues, to assess client impressions of pricing. Research conducted by Simon and Fassnacht (2019) demonstrates that comprehending price elasticity enables organizations to refine pricing strategies for various client segments. Vendors in night markets may implement dynamic pricing during peak hours or offer special discounts to appeal to diverse client segments.

Furthermore, Porter (2015) posits that an analysis of cost structure enhances competitive advantage by aligning costs with pricing. Night market sellers can employ this strategy to pinpoint cost-reduction options, such as procuring less expensive products or enhancing operational efficiency, all while sustaining competitive pricing. By focusing on market trends, elasticity research, and ongoing feedback integration, night market sellers can enhance their pricing strategies, assuring profitability and maintaining consumer happiness.

Table 7. Extent of Practice of Operational Strategies In Terms of Innovation and Adaptation

Indicators	Weighted Mean	Interpretation
I promote a culture of creativity and innovation in my business.	4.44	Very High Extent of Practice
I continuously adapt my business innovation strategies in all aspects of operations to meet changing market demands.	3.89	High Extent of Practice
I actively seek out new technologies to improve operational efficiency and productivity which leads to profitability.	3.61	High Extent of Practice
I regularly adapt to new industry trends and consumer behaviors to meet customer satisfaction and value.	4.00	High Extent of Practice
I/we consider or encourage other people's input in developing innovative ideas and strategies.	4.39	Very High Extent of Practice
Overall Mean	4.07	High Extent of Practice

Legend: (4.21 – 5.00) Very High Extent of Practice (3.41 – 4.20) High Extent of Practice (2.61 – 3.40) Moderate Extent of Practice (1.81 – 2.60) Low Extent of Practice (1.00 – 1.80) Very Low Extent of Practice

The table examines the extent of practice of operational strategies in terms of innovation and adaptation. The respondents have a **high extent of practice** as supported by the overall mean of **4.07** ($x=4.07$). Specifically, when it comes to promoting a culture of creativity and innovation (4.44), night market vendors actively foster creativity and innovation in their businesses. This is vital in differentiating their products and offerings from competitors in a highly saturated market environment, attracting a broader range of customers. In addition, concerning adapting innovation strategies to meet market demands (3.89), while vendors adapt their strategies to market changes, the score indicates room for improvement. Night market vendors may face challenges in fully integrating innovative practices across operations, possibly due to limited resources or rapid market shifts.

Moreover, in terms of seeking new technologies for operational efficiency (3.61), the lower score in adopting new technologies suggests that vendors might have limited access to or knowledge of advanced tools and systems. In night markets, this could hinder efficiency and profitability compared to businesses utilizing modern technology. Concerning adapting to industry trends and consumer behaviors (4.00), vendors are moderately effective in adjusting to industry trends and evolving consumer behaviors. This indicates that they keep up with major trends but may not fully capitalize on niche or emerging demands in the market. Lastly, in terms of encouraging input for innovative ideas (4.39), night market vendors highly value external input when developing innovative strategies. Collaborating with other vendors, customers, or partners likely enhances creativity and ensures that their offerings remain relevant and appealing.

Generally, night market vendors show a strong commitment to innovation and adaptation, albeit with certain areas for improvement, particularly in technology adoption and comprehensive strategy integration.

Implications

Night vendors engage in innovation and adaptation, prioritizing creativity, teamwork, and responsiveness to market fluctuations. The average scores indicate a robust dedication to these techniques, with elevated ratings for promoting creativity and valuing external input. This corresponds with the perspectives of Huang (2018) and Kumal (2021), who emphasize the essential function of innovation in distinguishing enterprises and refining internal processes, therefore augmenting both competitiveness and adaptability in dynamic marketplaces.

The suppliers' continual adaptability to trends and their endeavors to incorporate new technology for enhanced efficiency align with the findings of Hewitt (2020). Hewitt contends that operational dependability and productivity are markedly enhanced through constant innovation. This strategy is essential for small enterprises pursuing sustainable growth, as they consistently enhance their procedures to align with client expectations in real time. Furthermore, the capacity of night vendors to integrate both radical and incremental innovation, as articulated by Lawson and Samson (2001) and Dieffenbacher (2023), allows them to meet urgent demands while fostering long-term value. This dual strategy for innovation enables adaptation to current market demands while establishing a foundation for future success.

Their emphasis on innovation and adaptation enables them to effectively respond to changing market conditions, ultimately strengthening their competitive advantage. Research by Woźniak (2019) and Schymik (2018) illustrates that companies that consistently innovate and adapt possess a superior capacity to manage changes and maintain relevance within their sectors.

In conclusion, the actions of night merchants in promoting creativity, responding to market changes, and incorporating new technologies highlight their dedication to innovation and adaptability. These strategies address immediate company requirements while fostering long-term growth and competitiveness, establishing companies as resilient and progressive market participants.

Table 8. Summary of Extent of Practice of Operational Strategies

Variables	Weighted Mean	Interpretation
Business Hours	3.70	High Extent of Practice
Business Location	4.33	Very High Extent of Practice
Product Offerings	3.96	High Extent of Practice
Supply Management	4.61	Very High Extent of Practice
Customer Focus	4.40	Very High Extent of Practice
Pricing	4.31	Very High Extent of Practice
Innovation and Adaptation	4.07	High Extent of Practice
Grand Weighted Mean	4.20	High Extent of Practice

Legend: (4.21 – 5.00) Very High Extent of Practice (3.41 – 4.20) High Extent of Practice (2.61 – 3.40) Moderate Extent of Practice (1.81 – 2.60) Low Extent of Practice (1.00 – 1.80) Very Low Extent of Practice

The table summarizes the extent of the practice of operational strategies across various variables in night market vending. As the data show, the respondents have a **high extent of practice** (as evidenced by the grand weighted mean of **4.20** ($x=4.20$)) of their operational strategies in terms of Business Hours, Business Location, Product Offerings, Supply Management, Customer Focus, Pricing, Innovation, and Adaptation. Specifically, regarding Business Hours (3.70 - High Extent of Practice), vendors are moderately flexible with their operating hours, suggesting they cater to customer demand but may have limitations (e.g., permits, labor, or peak traffic). Maximizing hours aligned with customer foot traffic could enhance profitability. In terms of Business Location (4.33 - Very High Extent of Practice), night market vendors prioritize location, a critical factor for visibility, accessibility, and customer traffic. Strategic location selection likely ensures higher sales and customer retention.

Furthermore, concerning their Product Offerings (3.96 - High Extent of Practice), vendors have a diverse range of products but may need to expand or differentiate their offerings further to meet diverse customer preferences in a competitive environment. Additionally, for Supply Management (4.61 - Very High Extent of Practice), effective supply chain management highlights vendors' ability to maintain product availability and minimize waste. This is essential in night markets, where interruptions in supply can directly impact sales and reputation. Likewise, in Customer Focus (4.40 - Very High Extent of Practice), vendors prioritize customer-centric practices, such as gathering feedback and personalizing services. This focus builds customer loyalty and enhances the overall market experience.

Also, when it comes to Pricing (4.31 - Very High Extent of Practice), vendors are adept at implementing competitive pricing strategies that balance affordability with profitability. This reflects an understanding of their customer base and the economic dynamics of night markets. Finally, in Innovation and Adaptation (4.07 - High Extent of Practice), vendors demonstrate adaptability and creativity, though there is room to enhance technological integration and innovative approaches to operations.

Overall, night market vendors implement operational strategies to a high extent. However, there is potential to elevate certain areas, such as product diversity and leveraging extended hours, to improve overall performance.

Implications

Studies (Kotler, 2016) suggest that aligning operating hours with peak customer traffic can increase sales and customer satisfaction. Vendors can analyze foot traffic patterns to determine optimal hours for operation. Porter's (2015) competitive advantage theory highlights location as a critical driver of customer accessibility. Vendors should continue prioritizing strategic locations while exploring partnerships with event organizers for premium spots. Also, according to Pine and Gilmore (2018), varied and personalized offerings enhance customer satisfaction and loyalty. Vendors can diversify their products by introducing unique, trending, or seasonal items to attract a broader audience.

In addition, effective supply chain practices, as emphasized by Chopra and Meindl (2016), ensure uninterrupted operations and cost efficiency. Night market vendors should continue refining inventory management to avoid shortages or overstocking. Similarly, Zeithaml (2016) highlights the importance of customer focus in driving loyalty and repeat business. Vendors can leverage informal feedback mechanisms or digital platforms (e.g., social media polls) to gather insights and refine their offerings. Furthermore, Christensen (2017) stresses the importance of innovation for long-term success. Night market vendors should explore cost-effective technology, such as mobile payment systems or online ordering, to enhance customer convenience and efficiency.

By addressing areas such as business hours, product offerings, and innovation while maintaining strengths in location, pricing, and supply management, night market vendors can further optimize their operational strategies for sustained growth and competitiveness.

Differences in the Operational Strategies Employed

This study evaluated the significant difference in the operational strategies employed by the respondents when grouped according to types of product offerings and business hours. Tables 9 to 10 below and on the succeeding page show the complete results using the One-way Analysis of Variance (ANOVA).

Table 9. Difference in the Operational Strategies Employed According to Types of Product Offerings

Source of Variation	Sum of Squares (SS)	Degrees of Freedom (df)	Mean Square (MS)	F	P-Value	Description
Between Groups	2.12	7	0.30	1.18	0.34	No Significant Difference
Within Groups	9.6	37	0.26			
Total	11.72	44				

A One-way Analysis of Variance (ANOVA) was performed to test the null hypothesis that there are no significant differences in the operational strategies employed by respondents based on the types of product offerings. The results showed a P-value of 0.34, which is greater than the commonly used significance level of 0.05. This indicates that the differences in operational strategies among the groups are not statistically significant. Consequently, the types of product offerings do not appear to play a substantial role in shaping how operational strategies are employed. Therefore, the null hypothesis is supported, confirming that there are no significant differences in the operational strategies across the different product offering groups.

Implications

The result implies that businesses might adopt similar operational strategies across various product offerings, suggesting a degree of standardization. The lack of significant differences could reflect an alignment in operational goals, resources, or competitive pressures that promote uniformity in strategies. Studies in operations management (e.g., Porter's Generic Strategies) often highlight that companies with similar market positioning may employ consistent operational strategies regardless of product type. This aligns with findings that emphasize standardization in operations as a cost-saving or efficiency measure. Authors like Mintzberg and Quinn (2018) have pointed out that strategy formulation often considers external pressures (e.g., competition and market demands), which could explain why the product offering types do not drastically influence operational strategies.

Hence, future researchers may explore additional factors such as market size, competition intensity, or organizational culture, which might explain why product types are not a significant differentiator. They may also conduct qualitative studies to understand operational nuances that may not be captured by quantitative measures like ANOVA.

Table 10. Difference in the Operational Strategies Employed According to Business Hours

Source of Variation	Sum of Squares (SS)	Degrees of Freedom (df)	Mean Square (MS)	F	P-Value	Description
Between Groups	1.22	3	0.41	1.93	0.17	No Significant Difference
Within Groups	2.94	14	0.21			
Total	4.16	17				

A One-way Analysis of Variance (ANOVA) was conducted to evaluate the null hypothesis that there are no significant differences in the operational strategies employed by respondents based on business hours. The analysis revealed a P-value of 0.17, which exceeds the standard significance level of 0.05. This indicates that business hours do not have a significant impact on the operational strategies employed by respondents. The findings suggest that businesses maintain consistent operational strategies regardless of variations in their business hours. Consequently, the null hypothesis is upheld, confirming that there are no significant differences in operational strategies among the business hours groups.

Implications

Organizations may prioritize uniformity in operational strategies to ensure efficiency and standardization, regardless of the duration of operations. This result suggests that operational strategies are likely driven by overarching organizational policies or market demands rather than variations in business hours. Studies on operational management by Stevenson (2017) emphasize the importance of standardized practices in improving efficiency and customer satisfaction. This aligns with the finding that business hours may not significantly impact operational strategy. Similarly, Mintzberg and Quinn's (2018) work on organizational strategies highlights that operational decisions often reflect broader strategic goals rather than being contingent on operational variables like business hours.

Thus, future research may be conducted to investigate other factors such as industry type, customer demographics, or peak hours, which might provide a more nuanced understanding of operational strategy adjustments. Qualitative research may also be conducted to explore any subtle operational differences not captured through ANOVA, particularly during extended or reduced business hours.

QUALITATIVE RESULTS AND DISCUSSIONS

The qualitative results of this paper presented the responses of the informants to the research question: (a) What are the informants' thoughts about considering their competitor's business hours of operation?

With the advent of accessible, transportable, and affordable recording devices, transcription and coding had been an advantage because the researchers were able to replay the recorded video and audio as often as necessary until the desired result was achieved.

Thoughts On Considering Competitor’s Business Hours of Operation

This part is the analysis of the data gathered using a consensual qualitative research method by which the researchers arrive at a consensus on the meaning of the data collected, such as interview transcripts. To do this, they coded into domains by segmenting the data according to the topics they covered. Then, they developed core ideas within domains by reducing original ideas into fewer words and finally did cross-analysis where they grouped the core ideas into categories or theme clusters based on similarities or commonalities of their responses. To determine the internal stability of the responses, the researchers determined the extent to which the category/theme cluster was general, typical, or variant.

When the informants were asked about their thoughts on considering their competitor’s business hours of operation, **Autonomy in Business Operation** as a theme emerged. To them, they do not care much about their competitors because they have personal things to attend to; hence, **Focus on Personal Circumstances**, **Adaptability**, and **Flexibility** were the three core ideas that were taken from their exact words during the interview. Table 13 shows the themes and core ideas from the significant statements of the informants.

Table 11. Thoughts About Considering Competitor’s Business Hours of Operation

Significant Statement	Code	Formulated Meaning	Theme Cluster
We really have no involvement or do not care (in their business hours of operation) because, as vendors, we cannot be certain when we can open since we still have to prepare and cook the products. Sometimes, we have other things to attend to, which makes us late. As for closing time, it also depends on whether we sell out our products or not. <i>(Wala gyud mi labot (sa ilang business hours of operation) kay syempre kami man gud na vendors dili jud namo ma sure kung kanus a mi maka open kay sympre gina luto paman gud na namo cya (products) tas usahay naay lakaw maong maulahi ta sa oras tapos sa pag sirado pud depende man pud gud na kung kanus a mahurot among baligya kung mahurot ba or dli.)</i>	NVI-1 (Manong Rey)	Autonomy in Business Operation; Focus on Individual Circumstances	Autonomy in Business Operation
For me, I do not really think much about my competitors (business hours of operation) because we each have our own ways of doing things. That is why I just follow my own schedule and time since I still have other works to do, and I do not concern myself with others. <i>(Para sa akoa dili kaayo nako hunahunaon (business hours of operation) ang akong mga kakompetensiya kay kanya-kanya man mig pamaagi. Mao nato akong sundon ang akong mga schedule og oras kay naa paman gyod lain tarbahoon og wala nakoy labut sa uban.)</i>	NVI-2 (Tiya Marisol)	Autonomy in Business Operation; Focus on Individual Circumstances	
Ah, of course, since we all have different livelihoods, it depends on them when they choose to open or close. It’s up to them what time they decide to open or close their store. <i>(Ah kay syempre kay lahi-lahi man mi’g gipanginabuhi, depende nila kung kanus-a sila mang-abri o manirado. Bahala na sila kung unsa orasa sila mang-abri o manirado sa ilang tindahan.)</i>	NVI-3 (Uncle JR)	Autonomy in Business Operation; Adaptability and Flexibility	

Autonomy in Business Operation. This core idea was generally (100% responses) responded to by the informants, which emphasizes their reliance on internal factors rather than external pressures, particularly competitors’ business hours. For instance, Manong Rey clearly articulated that their operating hours depend on preparing their products and whether they have other personal responsibilities. This demonstrates a focus on autonomy, where small vendors prioritize their unique schedules and constraints over competing businesses. Mintzberg’s (2024) studies on strategic planning among small businesses support this, highlighting that these enterprises often develop strategies that align closely with their internal capacities rather than external market trends. This independence is crucial for small vendors who operate in resource-constrained environments.

Focus on Individual Circumstances. This core idea typically (50% responses) emerged when Tiya Marisol’s statement reflected an individualistic approach to business management. She does not factor in competitors’ schedules when deciding on her

business hours, instead adhering to her personal responsibilities and preferred routines. This underscores the role of personal circumstances in shaping business strategies among small vendors. Stevenson (2017) noted that small business owners frequently design their operations to accommodate personal and contextual factors, emphasizing practicality and sustainability over competitive alignment. This is particularly relevant in informal or micro-entrepreneurial settings, where balancing personal and professional responsibilities is a daily challenge.

Adaptability and Flexibility. This core idea (considered variant with 25% response) was confirmed in Uncle JR's acknowledgment of diverse livelihoods highlighting the flexibility inherent in their business operations. By recognizing that every vendor operates under unique circumstances, they affirm the importance of adaptability in small-scale entrepreneurship. This adaptability ensures that vendors can respond to the unpredictability of their work environment, such as varying customer demands or personal schedules. Kotler and Keller (2016) describe this adaptability as a cornerstone of micro-entrepreneurial success, where flexibility allows small businesses to adjust their practices to meet immediate needs without the rigidity of large-scale operations.

Rejection of Competitive Benchmarking. The lack of emphasis on competitors' business hours among the informants suggests a deliberate rejection of competitive benchmarking. Rather than aligning their operations to mirror or outperform competitors, they focus on their personal circumstances and product-specific processes. Porter's (2016) theory of competitive advantage emphasizes that smaller businesses often avoid direct competition with larger players by focusing on unique or niche practices. In this case, the vendors demonstrate a preference for independence, avoiding the complexities and pressures of competitive alignment that might be more relevant for larger, resource-rich enterprises.

Implications for Market Positioning. The emphasis on independence also influences how these vendors position themselves in the market. Unlike larger businesses that rely on competitive analysis and benchmarking, the vendors' operational decisions reflect a focus on internal sustainability. This aligns with Drucker's (2016) argument that small businesses thrive by leveraging their agility and focusing on their core competencies. For these vendors, their autonomy serves as a strength, allowing them to operate efficiently and effectively within their resource limitations. However, this independence may also limit their ability to respond to broader market trends or competitor-driven shifts.

Need for Strategic Awareness. While independence offers numerous benefits, completely disregarding competitors' practices may limit opportunities for strategic growth. By focusing solely on internal circumstances, these vendors risk missing out on trends or innovations that could enhance their competitiveness. Gibbons and Roberts (2023) argue that small businesses benefit from a balanced approach that combines operational independence with strategic market awareness. Such awareness allows them to remain flexible while still adapting to shifts in customer preferences or competitive landscapes, ensuring long-term resilience and sustainability.

In sum, the responses highlight the independence and adaptability of small vendors in managing their business hours. Their reliance on internal factors like personal schedules, product preparation, and sales outcomes underscores the practical and sustainable nature of their operations. Supported by related studies, these findings provide valuable insights into the priorities and strategies of small-scale entrepreneurs. However, the lack of market awareness also presents a challenge, suggesting that a blend of independence and strategic awareness might be the ideal approach for maintaining competitiveness while preserving flexibility.

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