

Challenges, Business Resiliency Strategies, and Opportunities of Accommodation Establishments in Coron, Palawan: An Exploratory Sequential Mixed Method



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ABSTRACT. This exploratory sequential mixed-methods study examines the challenges, resiliency strategies, and growth opportunities of DOT-accredited accommodation establishments in Coron, Palawan. Utilizing a multi-paradigmatic framework, the research integrated qualitative interviews with managers and quantitative surveys from 173 personnel to develop a tailored business resilience model. Results indicate that while the sector faces significant hurdles—including financial constraints, workforce deficiencies, and market fluctuations—establishments navigate these through proactive crisis leadership, integrated marketing, and sustainable operations. Statistical analyses via Mann-Whitney U and Kruskal-Wallis tests revealed that while larger, established firms face greater operational complexity, smaller "Mabuhay" accommodations demonstrate unique agility in niche markets. The findings synthesize these experiences into a "resilience cycle," where operational setbacks catalyze adaptive growth. This study provides a strategic blueprint for policymakers and managers to bolster tourism-dependent economies, emphasizing that collaborative stakeholder engagement and resource-backed frameworks are essential for long-term sustainability against future global disruptions.

1.0. Introduction

The global lodging industry has experienced numerous problems and disturbing events (Gössling et al., 2021), leading accommodation establishments to confront a significant set of interconnected issues that define their competitive environment (Vanegas-López et al., 2024). Considering the critical statistics on the decline in domestic and international tourism (Dwomoh et al., 2020), the ability of the accommodation and tourist industries to continue operating and remain resilient during a crisis is paramount. Marko (2020) also points out that maintaining strategic goals while battling for immediate survival following the COVID-19 crisis demands careful consideration of all influencing factors. Moreover, quality lodgings, such as those owned by global chains, often demonstrate advanced managerial

flexibility and a greater opportunity to withstand crises due to their enhanced resource absorption capabilities and efficient operations (Ashmond, 2022).

Studies from Austria, Pakistan, and Indonesia underscore the vulnerability of the travel and hospitality sector, including hotels, to crises arising from unforeseen events such as diseases, terrorist attacks, and natural disasters (Jiang & Wen, 2020; Tunio et al., 2021). Recognizing this susceptibility, strategic adaptations and support measures become crucial. For example, the Thai government has implemented marketing incentives to stimulate travel and promote secondary tourism provinces (Thailand Public Relations Department, 2024), while research indicates that medium-tier hotels in Hong Kong must enhance their marketing strategies and service quality to attract new customers and ensure long-term financial recovery post-crisis (Zhang et al., 2021). Furthermore, Majumdar's (2021) research on Indian hotels identified essential operational modifications for navigating the post-COVID landscape.

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Given their continuous year-round operation to meet customer demands, accommodation establishments are inherently vulnerable to various challenges, as evidenced by a study in Ormoc City (Dadulla et al., 2023). Adding to these operational pressures, research from Misamis Occidental highlights sustaining customer happiness as a primary concern for hospitality managers today (Ali et al., 2021). To adapt to the evolving landscape, the lodging sector is increasingly utilizing digital marketing and promotion strategies (Brioso & Borbon, 2022). Moving forward, Philippine accommodation providers have an opportunity to enhance their offerings by investing in expert seminars, training programs, and strategic collaborations rather than solely focusing on competition. This proactive approach is particularly important as current service levels often fall short of tourists' desired experiences (Rebuya & Gasga, 2022).

In the local context, research cited by Philippine Health Secretary Teodoro Herbosa indicates hygiene deficiencies in resorts and hotels, notably in Coron, Palawan (Badilla, 2024). Consequently, to safeguard tourism, a study on visitor behavior in Palawan recommends that travel accommodation management allocate adequate resources for physical environment improvements and comprehensive staff training (Cahigas et al., 2023). In parallel, the Department of Tourism (DOT), in collaboration with the Palawan provincial government, Coron and El Nido municipalities, and the Asian Development Bank (ADB), has initiated the Sustainable Tourism Development Project, aimed at fostering an inclusive and sustainable hospitality industry in these regions (DOT, 2021).

While existing literature broadly covers global lodging industry challenges (Gössling et al., 2021; Vanegas-López et al., 2024) and the need for resilience amidst tourism decline (Dwomoh et al., 2020), with examples of adaptation strategies in various countries (Hung et al., 2018; Jiang & Wen, 2020; Tunio et al., 2021; Majumdar, 2021) and general issues within the Philippine context (Lanzaga, 2024; Ali et al., 2021; Brioso & Borbon, 2022; Rebuya & Gasga, 2022) including specific concerns in Palawan like hygiene (Badilla, 2024) and sustainable development initiatives (DOT, 2021; Cahigas et al., 2023), there remains a noticeable dearth of published research specifically investigating the challenges, resiliency strategies, and opportunities of accommodation establishments directly within Coron, Palawan, despite studies on tourist preferences (Vicera et al., 2024) and broader regional hotel satisfaction (Delas Alas & Limos-Galay, 2023); this specific local context is the research gap this study intends to fill.

This study explored the challenges, business resilience strategies, and opportunities experienced by

personnel in DOT-accredited accommodation establishments in Coron, Palawan. It also investigated whether significant differences exist in these factors when establishments are grouped by classification, number of rooms, amenities, number of personnel, and years of operation. The findings served as basis for the development of a business resilience framework tailored for DOT-accredited accommodations, providing a blueprint for addressing challenges, enhancing resilience, and leveraging growth opportunities.

2.0. Worldview

This study adopted an exploratory sequential mixed-methods design, grounded in a multifaceted worldview that integrates post-positivism, social constructivism, and pragmatism to investigate the resilience strategies of DOT-accredited accommodation establishments. Since a worldview represents the fundamental philosophies and values shaping an individual's understanding (Mifsud & Sammut, 2023), this research utilized constructivism to actively create meaning from the lived experiences and perceptions of employees (Charmaz, 2023) through in-depth qualitative interviews that foster deeper understanding (Nguyen, 2025). While post-positivism encourages integrating diverse facts through both qualitative and quantitative approaches (Dawadi et al., 2021) to move beyond abstract universal principles (Oranga, 2025), it is the pragmatic paradigm that provides the necessary flexibility to prioritize practical problem-solving over rigid constraints (Morgan, 2022). By leveraging pragmatism's integrative nature, the researcher can strategically combine methodologies to best address the research objectives (Dawadi et al., 2021), using qualitative findings to develop a quantitative instrument that thoroughly examines the challenges and opportunities within the tourism sector.

3.0. Methodology

3.1. Research design. This study utilized an exploratory sequential mixed-methods design, characterized by a qualitative phase followed by a quantitative follow-up (Morgan, 2022). This two-phase approach is ideal for capturing in-depth qualitative data on the challenges, resiliency strategies, and opportunities of accommodation establishments, which then informs subsequent quantitative analysis. By integrating these methods, the study leverages the complementary strengths of both approaches to provide richer, more comprehensive insights than either could offer alone (Dawadi et al., 2021).

3.2. Respondents. Utilizing purposive sampling to identify key informants with specialized knowledge (Dawadi et al., 2021), the study's qualitative phase involved hotel management personnel from DOT-accredited establishments in Coron, Palawan, with at

least five years of supervisory experience. For the quantitative phase, a stratified sample of 173 personnel—including managers, supervisors, and staff with a minimum of five years' experience—was selected to ensure a representative cross-section of organizational perspectives. This sample size was determined using the Raosoft Sample Size Calculator to maintain a standard 5% margin of error and high confidence levels (Soysal & Türkmen, 2024; McKim, 2023).

Table 1*Demographic of Respondents*

Accommodation Establishment	N	n	%
Hotel A	60	33	19
Hotel B	35	19	11
Hotel C	58	32	19
Hotel D	18	10	6
Hotel E	48	27	15
Hotel F	94	52	30
Total	313	173	100

3.3. Research instrument. This study employed semi-structured in-depth interview to facilitate a thorough investigation of business challenges, resiliency strategies, and opportunities through a flexible, open-ended guide (Morgan, 2022). Insights from this qualitative phase informed the development of a researcher-made survey questionnaire designed to gather quantitative data from DOT-accredited accommodation establishments in Coron, Palawan. The instrument comprised four parts: respondent demographics, followed by three 20-item sections evaluating

challenges, resiliency strategies, and opportunities using 4-point Likert scales. To ensure psychometric rigor, the tool underwent validity testing via Lawshe's Content Validity Ratio (CVR) with ten subject matter experts, yielding a Content Validity Index (CVI) of 0.91, exceeding the 0.78 threshold. Furthermore, a pilot test with 30 personnel demonstrated high internal consistency, achieving a Cronbach's alpha of 0.89 (Rak & Wrześniowski, 2023).

3.4. Data Collection Procedure. The researcher coordinated with the Municipal Tourism Office of Coron, Palawan, to identify and recruit participants for semi-structured in-depth interviews, ensuring informed consent was obtained prior to discussing study objectives and procedures. During these sessions, the researcher recorded verbal and nonverbal responses and utilized follow-up, non-leading questions until data saturation was reached, concluding with a formal debriefing and a reconfirmation of data privacy. For the quantitative phase, data collection was scheduled between June and July 2025, involving the administration of surveys to management and staff in collaboration with supervisory personnel. After explaining the study's purpose and securing consent, the researcher collected completed questionnaires and supplementary evidence, subsequently organizing the data into a spreadsheet for tallying and analysis to derive meaningful insights.

3.5 Data Analysis Procedure. The qualitative phase followed Lichtman's three-phase framework—coding, categorizing, and conceptualizing—where verbatim transcripts were systematically coded and refined into broader themes to generate a narrative of the participants' experiences. Quantitatively, the study employed descriptive statistics (mean, standard deviation, frequency count, and percentage distribution) to profile the establishments and comparative analyses (Mann-Whitney U and Kruskal-Wallis tests) to determine significant differences in challenges and strategies when grouped by classification, room count, amenities, staff size, and years of operation.

3.6. Data Trustworthiness. To evaluate qualitative research, scholars advocate for the use of trustworthiness over traditional scientific metrics, focusing on four key pillars: credibility, transferability, dependability, and confirmability (Yadav, 2021). This study established credibility by employing member checking, allowing participants to review transcripts and validate that interpretations accurately reflected their perspectives (McKim, 2023; Soysal, 2024). To facilitate transferability, "thick" descriptive data regarding participant demographics and context was gathered, enabling practitioners to determine the findings' relevance to other settings (Drisko,

Scale for the Challenges Encountered by DOT-Accredited Accommodation Establishments

Scale	Description	Interpretation
4	Major Challenge	The DOT-accredited accommodation establishments consistently experience these challenges, significantly affecting operations.
3	Moderate Challenge	The DOT-accredited accommodation establishments frequently face these challenges, impacting operations.
2	Minor Challenge	The DOT-accredited accommodation establishments occasionally experience these challenges, causing minimal disruption.
1	Not a Challenge	The DOT-accredited accommodation establishments rarely encounter these challenges, with little to no effect.

Scale for the Business Resiliency Strategies of DOT-Accredited Accommodation Establishments

Scale	Description	Interpretation
4	Very Helpful	The strategies were highly effective and provided significant support.
3	Helpful	The strategies were useful but could be improved.
2	Somewhat Helpful	The strategies provided some help but need more improvement.
1	Not Helpful	The strategies did not help and need to be changed.

Scale for the Opportunities for DOT-Accredited Accommodation Establishments

Scale	Description	Interpretation
4	Great	The activity provides a strong opportunity for significant growth.
3	Moderate	The activity offers a fair opportunity for growth with reasonable potential.
2	Slight	The activity provides minimal opportunities for growth.
1	Not at all	The activity does not contribute to growth and offers no potential.

2025; Zia et al., 2023). Dependability was ensured through methodological triangulation—using both focus groups and individual interviews—alongside an iterative re-coding process to maintain consistency (Drisko, 2025; Soysal & Türkmen, 2024). Finally, confirmability was bolstered by mitigating researcher bias through reflexive journaling and a meticulous audit trail of interview protocols and coding decisions, which allowed for external verification (Drisko, 2025; Stahl et al., 2020; Eryilmaz, 2022).

3.7. Ethical considerations. Guided by ethical guidelines set by the Philippine Health Research Ethics Board (PHREB), the researcher adheres to the ethical principles of respecting and protecting the participants, beneficence, and justice.

4.0. Results and Discussion

4.1. Qualitative Results

Following interviews with six participants, the systematic analysis yielded five overarching themes and fourteen sub-themes: *Challenges* (comprising operational setbacks, fluctuations in market demand, workforce deficiencies, and financial constraints); *Business Resiliency Strategies* (including competitive positioning, workforce stability, operational continuity, financial initiatives, and crisis leadership); and *Opportunities* (encompassing business growth, sustainable operations, talent development, and stakeholder engagement).

4.1.1. Challenges of DOT-Accredited accommodation establishments

Operational Setbacks. Post-pandemic operational setbacks, characterized by equipment deterioration, infrastructure damage, and supply-chain interruptions, have significantly hindered maintenance and procurement for island-based accommodations. These vulnerabilities underscore the difficulty of balancing service continuity with the escalating costs of utilities and local sourcing, which continue to impede a smooth business recovery.

Of course, the structure of the equipment is stuck. So, it needs to be rebooted to check if it is still functioning. So, that's what happens when we operate. A lot of air-conditioners broke down. It needs to be repaired. Chillers. Water pumps. So, the infrastructure is one of the challenges to operate. And then, it's still the same. Before, there was a doubt if it would open or not. (SA, Personal Interview, April 8, 2024)

So, like food, for example. Well, it was hard for us to get a consistent supply of seafood. Then, the others are, we want to rely on, we buy it locally. So, there were times when the town ran out of

tonic water. I think, for 2-3 weeks, there was no available tonic water in town. Then, lately, the delivery of San Miguel failed because of the ship. So, the issues like that, that we can't buy directly out of Manila. So, there are some, we have no choice. Like wines, we buy them from Manila. We send it here. The hotel supplies, like soaps, and shampoos. That's what we need from Manila. The operational supplies because there's nothing here. For example, the housekeeping supplies that have branding. So, that's what we're studying right now. How can we be able to balance the cost of the items you need to be operational? (SG, Personal Interview, March 2, 2024)

Fluctuations in Market Demand. Fluctuating market demand, driven by global uncertainties and shifting traveler preferences for sustainability, continues to destabilize accommodation providers by directly impacting occupancy and strategic resource management. To maintain profitability and competitiveness amid this unpredictable guest flow, establishments must prioritize adaptive marketing and pricing strategies.

The global market has changed because of the global headwinds. Headwinds, for example, of news of war, news of famine, news of new sickness again, right? So, those are the things that we need to look into. (SA, Personal Interview, April 8, 2024)

What are the challenges? That is, the evolving of the guests. From European, to transition into domestic. That's a bit difficult because the room is high.. Second is the airfare is high. If they want to travel here domestically, why can't I travel to Asia, abroad? The ticket is cheaper. (SJ, personal Interview, April 12, 2024)

Of course, there were a lot of competitions. When Coron reopened, it was late 2021, November. It was a struggle, in November, and December. But, in January 2022, that's what they call revenge travel. So, a lot of Filipinos traveled. And it was good. 2022 was very good. Mostly, Filipinos. Mostly, domestic. In 2023, you can already feel the arrival of foreigners. Actually, in 2022, some people arrived right away. But very small. So, currently, 80% of our guests are foreigners. So, only 20% are local or domestic. So, second half of last year, 2023, the arrivals of Coron decreased. And we were relying on domestic tourists. (SG, Personal Interview, March 2, 2024)

Coron reopened in 2022. The first month was only 1,600 arrivals. February was only 4,000. March, I think? Um... It was only 8,000 arrivals. Although, of course, not all are open. Then, Westown is still open. And we have a few guests. When you're

operating, if you don't have a guest, it's heavy on your pocket. Right? (SC, Personal Interview, February 2, 2024)

Especially right now that our market forecast is no longer accurate. Before the pandemic, it was easier for us to identify that this month we would be expecting the European market, next month or two Chinese markets for example, but right now it is different. (SM, Personal Interview, January 15, 2024)

There is a challenge with guests now, because before the pandemic, it was easier to plan marketing and pricing strategies based on predictable European and Asian market arrivals. Right now, the market pattern is different. And the rise of new accommodation businesses is also an additional challenge. (MA, Personal Interview, April 26, 2024)

Workforce Deficiencies. Workforce deficiencies, characterized by high turnover and skill mismatches, significantly compromise service quality and increase the workload of remaining staff. These challenges underscore the urgent need for targeted development and retention programs to address recruitment difficulties and ensure long-term operational stability.

Well, the challenge is, to be honest with you, the staff come and go. They suddenly disappear. So, we're lacking. So, if you're lacking, the effort to work here is double or triple. So, sometimes, the service is sacrificed. So, we try to cope. It's hard... Also right now, there are a lot of big businesses. So, I think that is one reason why the staff can easily move around. Because there are places to go. We're teaching you something that they can bring with them, that's standard. But, nothing. So, we can't just get it from outside and bring it. (SG, Personal Interview, March 2, 2024)

And um...right now, still up to now, the challenge is, because there's a lull, especially in education, right? So, you have 2 years that you didn't graduate. And then there's a pandemic, you have 2-3 years that your employment, your skill level, has stagnated. (SA, Personal Interview, December 12, 2023)

Additionally, we needed to retrain employees in hospitality skills. It's been a while, and the skills of staff were stagnated. They tend to forget the standards of our operation and they have to be reminded most of the time. (SM, Personal Interview, April 4, 2024)

Likewise, there is a skill misalignment. Maybe because there are many hotels and restaurants, but

only a few qualified individuals. (MA, Personal Interview, January 18, 2024)

Financial Constraints. Rising operational expenses and the added costs of safety and sanitation compliance significantly strain profit margins, restricting the ability of accommodation providers to reinvest in facilities. Consequently, small and medium-sized establishments struggle to balance service quality with cost control, highlighting financial management as a critical determinant of post-pandemic resilience and competitiveness.

Of course, the inflation of utilities. And brownouts. That's one of them. It's one of the reasons for the high expense. Because our electricity is on and off here in Coron. Those are the things that I encountered. (SJ, Personal Interview, April 12, 2024)

So, the hotel has to bear the additional cost of giving everyone precautionary measures like face masks, alcohol, humidifiers, and ultraviolet rays for disinfection. (SA, Personal Interview, December 12, 2024)

We identified the opportunity to offer our guests a one-stop shop type of accommodation facility... There were many financial challenges. After the pandemic, we needed to repair structures, equipment, and machines that had been stagnant... Operational expenses also increased, like electricity. Right now, there are frequent brownouts, and the generator consumes a lot of gasoline. (SM, Personal Interview, April 4, 2024)

4.1.2. Business Resiliency Strategies of DOT-accredited accommodation establishments

Competitive Positioning. To regain their market position, establishments employed competitive pricing, strategic collaborations, and high-visibility promotional events to attract a diverse clientele. They further solidified guest loyalty and brand identity by utilizing digital platforms for direct engagement and prioritizing personalized service that exceeded expectations and leveraged feedback.

For the guests? Well... We did situational analysis. We assess the situation and the flow of the market for us to come up with better marketing strategies. One of our strategies was to offer promotional prices and various discounts, which effectively captured guests' attention... By joining expos, the travel that we usually do in Cebu and Manila? It allowed us to promote places and products to a wider range and potential markets. And enabled us to gain more travel partners, either domestically or in the international market, both offline or online. (MA, Personal Interview, January 18, 2024)

Beyond the ordinary experience. They're the ones writing the reviews. The person who wrote in the Philippines has a Facebook account with 3,000 friends. He wrote an app. If there's a resort in Coron, it's a good idea. They're the ones who helped us. Through reviews. Providing excellent service. (SJ, Personal Interview, April 12, 2024,).

Enhancing Workforce Stability. To maintain service quality amid labor constraints, managers implemented training, performance recognition, and internal promotion tracks to cultivate a skilled, loyal workforce. These initiatives, bolstered by open communication and team-building, improved morale and flexibility, ensuring consistent service delivery and a shared sense of responsibility.

We conducted training for the staff. Customer service is number one. (SC, Personal Interview, April 27, 2024)

To address the challenge of hiring qualified people, we developed and trained our employees according to our resort standards. We worked closely to enhance the staff's customer service and hospitality skills. (MA, Personal Interview, January 18, 2024)

Operational Continuity Solutions. By integrating local sourcing and preventive maintenance, establishments institutionalized innovation and resource efficiency to ensure operational continuity despite supply chain disruptions. These adaptive practices, supported by continuous process improvement and adherence to government protocols, fostered sustainable operations and maintained service consistency amid uncertainty.

The new normal operation was challenging but we learned the process. We strategized and found ways to efficiently apply the new normal procedures; Basically, for our supplies, as much as possible, we make use lang of whatever is available here in Coron especially when it comes to food. Why? For us to be able to provide for our guest's needs despite the weather conditions or situations that may affect the shipment of products; (SM, Personal Interview, April 4, 2024).

As for the operation, we carefully followed the new normal procedures mandated by the government. Then, we also made sure that all equipment are working after the pandemic in preparation for the upcoming peak season. (MA, personal Interview, January 18, 2024)

Financial Stability Initiatives. By prioritizing prudent expense management and revenue diversification—including dynamic pricing and strategic

local partnerships—establishments maintained solvency while safeguarding service standards and employee welfare. This strategic balance of cost-efficiency and innovation became the decisive factor in ensuring both immediate business survival and a path toward gradual recovery.

Financial aspect? Of course, controlling the cost. The bottom line is tantamount to revenue. (SA, Personal Interview, April 8, 2024)

After the pandemic, we carefully managed our expenses and worked hard to generate more income. (SM, Personal Interview, April 4, 2024)

On the financial side, we also focused on efficient sales and expense management. Our efficient sales and expense management strategy allowed us to monitor spending and develop ways to increase our sales... (MA, Personal Interview, January 18, 2024)

Leadership in Crisis Management. Leadership serves as a central driver of organizational recovery, characterized by managers who actively engage in hands-on operations while providing continuous coaching and professional modeling to improve performance. This nurturing, participative approach fosters a culture of shared accountability and empathy, cultivating the trust and adaptability necessary for long-term sustainability.

I just believe that if management will believe in people and people will believe in the management, it's a win-win coexistence experience for both. That's it. (SA, Personal Interview)

As a manager, I demonstrate that I'm willing to bus tables or serve guests when needed, setting an example for the team. That's one of the what we do. (SC, Personal Interview, February 2, 2024)

Sometimes along with my supervisors, we felt drained, but we worked as a team and worked hard just to organize the operational process. (SM, Personal Interview, April 4, 2024).

4.1.3. Opportunities for DOT-accredited accommodation establishments

Business Growth. Establishments drove sustainable growth and profitability by enhancing infrastructure and diversifying services, such as adding amenities, dining outlets, and tour partnerships. These strategic investments and product differentiations were tailored to evolving guest expectations, aiming to boost satisfaction and attract a broader market base.

The menu at main establishment will be different from the one at the food park. While they may be similar, the food park menu is designed for the masses, whereas our menu here caters more to a social clientele. (SC, Personal Interview, February 2, 2024, April 27, 2024)

Well, we're trying also to provide through a partner, probably a diveshop. We're connected to the bay, so a possibility is we have a dive shop facility. Also, we are looking for a partner with a stand-up paddleboard provider. So that's what I want to develop (SG, Personal Interview, March 2, 2024).

Our boss currently has an ongoing construction for an additional building with more rooms... and amenities which is about to operate... adding more rooms and amenities can contribute to generating more income for the resort. (MA, Personal Interview, January 18, 2024)

Sustainable Operations. Establishments in Coron are increasingly integrating eco-friendly practices—such as waste reduction and local sourcing—to bolster long-term competitiveness and appeal to eco-conscious travelers. These sustainable initiatives not only minimize operational costs and enhance brand reputation but also fulfill modern expectations of environmental stewardship and social responsibility.

Opportunity with suppliers, well maybe we also got to improve our products since we were able to find suppliers with competitive prices and quality of goods. Why? Because, if you only have one supplier and no option you cannot compare prices and products as well. (SM, Personal Interview, January 18, 2024).

In fabric, tissues, toothpaste, soap. For washing, soap. Guests use it. We convert it from a small container to a dispenser. It's cheaper. Not all guests use it. They just take it home. So, we save and help the environment. That's the result. The cost is low (SA, personal Interview, April 8, 2024).

Organizational Talent Development. Focused on enhancing competencies and leadership, organizations prioritized continuous learning through formal training, mentorship, and professional development opportunities. Managers further bolstered retention and loyalty by implementing leadership workshops and performance incentives, effectively aligning career advancement pathways with evolving operational goals.

Getting first the right people to be able to train them (staff). Or at least someone who can focus on the staff to apply service consistency. So, hopefully soon; Also, there was an opportunity to review SOPs and fine-tuning, conduct re-training

accordingly, and monitor the implementation of the process. (SG, Personal Interview, March 2, 2024).

After the pandemic, supervisors became more proactive in learning new things and sharing them with staff to keep everyone updated on processes and market trends. (SM, Personal Interview, April 4, 2024)

Then, as for our employees, there is an opportunity to be able to hire and develop competent and efficient staff for the operations. (MA, Personal Interview, January 18, 2024)

Stakeholder Engagement. By prioritizing stakeholder engagement, establishments forged strategic partnerships with local organizations and government offices to drive inclusive growth and social responsibility. These collaborative efforts, ranging from localized tourism packages to shared community projects, successfully strengthened brand trust while fostering a sustainable economy that benefits both the businesses and the public.

Aside from being in the community, what else can we do? To share. To share with... the environment, people, and what's needed. (SJ, Personal Interview, December 12, 2023)

Well, I think as a whole, if Coron is a destination business-wise, I've been saying this to our group, there has to be a master plan for tourism. Another is how you teach the whole community that tourism can greatly help everybody. That way the industry can generate more income if more guests will visit Coron. (SG, Personal Interview, March 2).

This study explored the post-pandemic recovery of DOT-accredited accommodations in Coron, Palawan, highlighting key hurdles in operations, markets, workforce, and finances that align with global disruption trends (Zheng et al., 2021; Kumar et al., 2023; Gössling et al., 2020). To counter these challenges, establishments deployed resilience strategies—such as strict health protocols, localized sourcing, competitive positioning, and crisis leadership—that mirror international adaptive models and the Department of Tourism's sustainability frameworks (Villacé-Molinero et al., 2021; Nguyen, 2022; Department of Tourism, 2021; Gössling et al., 2021). Beyond mere survival, this recovery phase fostered long-term opportunities for sustainable growth, talent development, and stakeholder collaboration (Ascendens Asia Singapore, 2023; Andulana et al., 2021). Ultimately, recalibrated business models, robust government support, and domestic

tourism stimulation are vital to restoring traveler confidence and ensuring enduring sector resilience (Sigala, 2020; OECD, 2020; Chanyasak et al., 2022).

4.2. Quantitative Results

4.2.1. Profile of the DOT-accredited accommodation establishment

Coron's accommodation sector is primarily composed of small-to-medium enterprises (SMEs)—specifically Mabuhay Accommodations (36.4%), resorts (33.5%), and hotels (30.1%)—a structure that supports local tourism and fosters personalized service (Philippine Statistics Authority, 2023; Department of Tourism, 2024; Dizon et al., 2021). While these establishments average 54.1 rooms, 63.1 personnel, and 10.6 years of operation, the majority are relatively young (75.1%) and operate below average capacities and headcounts (62.4% and 69.4%, respectively). This observed longevity suggests resilience against historical industry shocks (Alreahi et al., 2023; Hall & Naderi Koupaei, 2023).

Furthermore, all establishments provide core amenities, and 94.2% offer extended services like recreational facilities and PWD-accessible transportation, satisfying national accreditation standards for safety and inclusivity (Jo, 2022; Department of Tourism, 2024). Ultimately, the sector's continued performance relies on evolving digital strategies and effective workforce management (Mulet-Forteza et al., 2024; Brioso & Borbon, 2022; Baum & Robinson, 2020; Galang et al., 2023).

Table 1

Characteristics of the Accommodation Establishments

Variable	f	%
Classification		
Resort	58	33.5
Hotel	52	30.1
Mabuhay Accommodation	63	36.4
Number of Room (M=54.1 rooms)		
Lower Capacity	108	62.4
Higher Capacity	65	37.6
Number of Accommodation Personnel (M=63.1 personnel)		
Lower Personnel Count	120	69.4
Higher Personnel Count	53	30.6
Years of Business Operations (M=10.6 years)		
Shorter	130	75.1
Longer	43	24.9
Amenities (Multiple Responses)		
Guest Rooms	173	100.0
Internet Access	173	100.0
Recreational Facilities	163	94.2
Safety and Security	173	100.0
Parking Facilities	163	94.2
Dining Facilities	173	100.0
Business Services	163	94.2
Housekeeping Services	163	94.2
Transportation Services Accessibility Featured (PWD)	163	94.2
Whole	173	100.0

4.2.2. Challenges of DOT-accredited accommodation establishments

Accommodation establishments generally perceive current industry hurdles as major concerns, though the intensity varies by business profile. Hotels (M=3.65, SD=0.50), resorts (M=3.55, SD=0.59), larger room capacities (M=3.75, SD=0.34), and longer years of operation (M=3.71, SD=0.37) consistently report major challenges, indicating that complex operations are highly sensitive to systemic disruptions (Siddique et al., 2026). In contrast, Mabuhay accommodations (M=3.22, SD=0.71) view these issues as moderate. Staffing size also plays a critical role: establishments with larger staff counts (M=3.17, SD=0.73) perceive challenges as moderate, finding that an adequate workforce buffers market fluctuations. Conversely, smaller-staffed venues (M=3.59, SD=0.55) view them as a major struggle, highlighting the importance of robust human resource planning for organizational stability (Ompong & Oman-Amoako, 2025).

Across all categories, financial constraints emerged as the most severe and universal burden (M=3.55, SD=0.67), impacting every tier of lodging regardless of service level (Kizildag et al., 2023). While small lodging establishments (SLEs) are particularly vulnerable to these cash-flow disruptions and require targeted resilience strategies (Rivera et al., 2021), larger firms display a greater inherent capacity to absorb operational shocks (Lee et al., 2024). Operational setbacks (M=3.38, SD=0.77), market demand fluctuations (M=3.44, SD=0.69), and workforce deficiencies (M=3.44, SD=0.77) follow similar trends, posing major difficulties for hotels, resorts, and understaffed venues, while being managed moderately by Mabuhay and larger-staffed properties. Ultimately, these findings indicate that while financial relief is a sector-wide priority, smaller-staffed venues facing digital or branding hurdles need specialized government interventions to secure long-term resilience (Aigbedo, 2021).

4.2.3. Business resiliency strategies of DOT-accredited accommodation establishments

Table 3 illustrates that accommodation establishments generally perceive business resiliency strategies as "very helpful," yielding a composite mean of 3.78 (SD=0.32). When analyzed by classification, hotels consistently reported the highest favorability across dimensions like overall resiliency (M=3.87, SD=0.18), competitive positioning (M=3.85, SD=0.31), and work stability (M=3.93, SD=0.19), while resorts led specifically in crisis management leadership (M=3.85, SD=0.29). Furthermore, larger-capacity and long-standing establishments valued formal resiliency frameworks more heavily, particularly for competitive positioning (M=3.92, SD=0.19). Conversely,

Table 2

Challenges of Accommodation Establishments

Variable	Operational Setbacks			Fluctuations in Market Demand			Workforce Deficiencies			Financial Constraints			Challenges		
	M	SD	Int	M	SD	Int	M	SD	Int	M	SD	Int	M	SD	Int
Classification															
Resort	3.51	0.68	Major	3.53	0.65	Major	3.57	0.67	Major	3.57	0.65	Major	3.55	0.59	Major
Hotel	3.48	0.76	Major	3.70	0.47	Major	3.64	0.50	Major	3.70	0.58	Major	3.65	0.50	Major
Mabuhay Accommodation	3.17	0.83	Moderate	3.15	0.76	Moderate	3.15	0.93	Moderate	3.39	0.74	Major	3.22	0.71	Moderate
Number of Room															
Lower Capacity	3.20	0.84	Moderate	3.25	0.74	Moderate	3.27	0.86	Major	3.36	0.75	Major	3.28	0.71	Major
Higher Capacity	3.66	0.54	Major	3.75	0.44	Major	3.71	0.46	Major	3.86	0.33	Major	3.75	0.34	Major
Number of Accommodation Personnel															
Lower Personnel Count	3.50	0.69	Major	3.60	0.57	Major	3.59	0.60	Major	3.62	0.61	Major	3.59	0.55	Major
Higher Personnel Count	3.09	0.87	Moderate	3.09	0.79	Moderate	3.08	0.96	Moderate	3.37	0.77	Major	3.17	0.73	Moderate
Years of Business Operations															
Shorter	3.29	0.83	Major	3.35	0.73	Major	3.37	0.82	Major	3.46	0.73	Major	3.37	0.69	Major
Longer	3.62	0.51	Major	3.72	0.41	Major	3.65	0.53	Major	3.81	0.36	Major	3.71	0.37	Major
Whole	3.38	0.77	Major	3.44	0.69	Major	3.44	0.77	Major	3.55	0.67	Major	3.46	0.64	Major

Mean Range: 1.00-1.75=Not a Challenge, 1.76-2.50=Minor Challenge, 2.51-3.25=Moderate Challenge, 3.26-4.00=Major Challenge

establishments with smaller workforces provided higher ratings for work stability ($M=3.84$, $SD=0.34$), operational continuity ($M=3.80$, $SD=0.39$), and financial stability ($M=3.81$, $SD=0.40$) than larger-staffed counterparts, suggesting smaller teams feel more vulnerable to disruptions. Despite these nuances, a shared appreciation for competitive positioning ($M=3.77$) and crisis leadership ($M=3.79$, $SD=0.37$) underscores a universal industry consensus on proactive resiliency planning.

This empirical data aligns with broader research emphasizing that strategic leadership—encompassing contingency planning and improvisation—serves as a vital foundation for operational sustainability and reduced employee turnover (Ghazi et al., 2024; Zhang et al., 2024). However, literature notes that proactive crisis preparedness is often neglected because its implementation depends heavily on senior management intentions and organizational culture (Ghaderi et al., 2021). Ultimately, the data and literature both suggest that scale, experience, and workforce vulnerability shape how these frameworks are valued, but fostering an agile workforce through leadership support, well-being initiatives, and transparent HR communication remains

essential for maintaining stability during crises (Ompong & Oman-Amoako, 2025).

4.2.4. Opportunities for DOT-accredited accommodation establishments

Table 4 reveals that accommodation establishments consistently perceive their identified opportunities as "great" ($M=3.79$, $SD=0.37$). Resorts reported the highest ratings across all sub-categories, particularly in organizational talent development ($M=3.90$, $SD=0.27$) and business growth ($M=3.89$, $SD=0.30$), while hotels ($M=3.76$, $SD=0.43$) and Mabuhay establishments ($M=3.73$, $SD=0.38$) reported slightly lower but still positive means. Stakeholder engagement emerged as the most significant overall opportunity ($M=3.83$, $SD=0.34$), followed closely by business growth and talent development (both $M=3.79$). Higher-capacity establishments viewed opportunities more favorably than smaller ones, notably in sustainable operations ($M=3.88$, $SD=0.29$ vs. $M=3.69$, $SD=0.52$), growth prospects ($M=3.87$, $SD=0.30$ vs. $M=3.74$, $SD=0.45$), and talent development ($M=3.90$, $SD=0.26$). Conversely, staff size showed a marginal inverse relationship with general opportunities, while operational longevity had

Table 3

Business Resiliency Strategies of Accommodation Establishments

Variable	Competitive Positioning			Enhancing Work Stability			Operational Continuity Solutions			Financial Stability Initiatives			Leadership in Crisis Management Approaches			Resiliency		
	M	SD	Int	M	SD	Int	M	SD	Int	M	SD	Int	M	SD	Int	M	SD	Int
Classification																		
Resort	3.71	0.49	VH	3.79	0.38	VH	3.75	0.44	VH	3.81	0.41	VH	3.85	0.29	VH	3.78	0.32	VH
Hotel	3.85	0.31	VH	3.93	0.19	VH	3.90	0.19	VH	3.84	0.29	VH	3.82	0.32	VH	3.87	0.18	VH
Mabuhay Accommodation	3.76	0.38	VH	3.75	0.40	VH	3.65	0.47	VH	3.69	0.46	VH	3.72	0.46	VH	3.71	0.38	VH
Number of Room																		
Lower Capacity	3.68	0.47	VH	3.77	0.39	VH	3.70	0.45	VH	3.69	0.46	VH	3.75	0.40	VH	3.72	0.36	VH
Higher Capacity	3.92	0.19	VH	3.89	0.26	VH	3.86	0.30	VH	3.91	0.21	VH	3.86	0.30	VH	3.89	0.18	VH
Number of Accommodation Personnel																		
Lower Personnel Count	3.77	0.42	VH	3.84	0.34	VH	3.80	0.39	VH	3.81	0.40	VH	3.81	0.36	VH	3.81	0.31	VH
Higher Personnel Count	3.77	0.37	VH	3.77	0.37	VH	3.67	0.42	VH	3.71	0.40	VH	3.74	0.40	VH	3.73	0.33	VH
Years of Business Operations																		
Shorter	3.73	0.44	VH	3.81	0.35	VH	3.74	0.41	VH	3.76	0.40	VH	3.80	0.34	VH	3.77	0.32	VH
Longer	3.88	0.26	VH	3.84	0.34	VH	3.83	0.39	VH	3.83	0.39	VH	3.76	0.45	VH	3.83	0.32	VH
Whole	3.77	0.40	VH	3.82	0.35	VH	3.76	0.40	VH	3.78	0.40	VH	3.79	0.37	VH	3.78	0.32	VH

Mean Range: 1.00-1.75=Not Helpful, 1.76-2.50=Somewhat Helpful, 2.51-3.25=Helpful, 3.26-4.00=Very Helpful

virtually no impact. Sustainable operations received the lowest overall mean ($M=3.76$, $SD=0.46$), though resorts led this category ($M=3.88$, $SD=0.29$).

This collective optimism aligns with broader industry research on growth and development within the accommodation sector. The high marks for resort-level training support findings by Johnson et al. (2019), who underscore that effective talent development relies on a blend of technical and generic front-line competencies. Regarding business expansion, the industry's positive outlook reflects Ebdane's (2019) research on sustainable growth intentions in MSMEs, while Tayco (2025) confirms that robust human resource management is linked to superior performance. Finally, the focus on sustainable, stakeholder-driven operations mirrors work by Eusebio-Sison and Dellova (2023), who noted that most establishments utilize sustainability plans to navigate operational challenges—a strategic shift that Gonzales (2025) identifies as critical for maintaining a competitive edge.

4.2.5. Difference in the challenges, business resiliency strategies and opportunities by number of rooms

Using the Mann–Whitney U test, the analysis identified significant differences in how accommodation establishments perceive their operational landscape based on room capacity. Higher-capacity establishments reported significantly greater challenges ($U = 2029.000$, $p = 0.000$), likely due to the complex management and infrastructure hurdles inherent in large-scale operations

Table 5

Difference in the Challenges, Business Resiliency Strategies, and Opportunities when these Accommodation Establishments are grouped according to Number of Rooms

Variable	U	z	p
Challenges	2029.000*	-4.791	0.000
Business Resiliency Strategies	2710.500*	-2.670	0.008
Opportunities	2885.000*	-2.233	0.026

Note: *the difference in the means is significant when $p \leq 0.05$

(Botshot, 2022; Giousmpasoglou, 2024). Despite these difficulties, these larger entities rated their business resiliency strategies as significantly more effective ($U = 2710.500$, $p = 0.008$), leveraging superior access to capital, formalized systems, and digital transformation to outperform resource-constrained smaller establishments (Borazon et al., 2023; Mercado & Ricafort, 2023). Furthermore, higher-capacity establishments perceived significantly greater growth opportunities ($U = 2885.000$, $p = 0.026$), benefiting from economies of scale and stronger brand recognition (Hechanova & Tan, 2022). While smaller firms may find success through niche eco-tourism (Olalia, 2024), these results collectively suggest that establishment size dictates both

the intensity of hurdles faced and the efficacy of the strategic response.

4.2.6. Difference in challenges, business resiliency strategies and opportunities by personnel

The Mann–Whitney U test revealed that personnel size significantly influences how accommodation establishments navigate challenges, resiliency, and market opportunities. Establishments with smaller teams reported facing significantly greater operational challenges [$U=2029.000$, $p=0.000$], yet they also rated

Table 6

Difference in the Challenges, Business Resiliency Strategies, and Opportunities when these Accommodation Establishments are grouped according to Number of Personnel

Variable	U	z	p
Challenges	2029.000*	-4.791	0.000
Business Resiliency Strategies	2710.500*	-2.670	0.008
Opportunities	2885.000*	-2.233	0.026

Note: *the difference in the means is significant when $p \leq 0.05$

their resiliency strategies as more effective [$U=2710.500$, $p=0.008$] and perceived more growth opportunities [$U=2885.000$, $p=0.026$] than larger counterparts. These results align with literature identifying staffing as a primary driver of hospitality performance, where shortages often degrade service quality and increase operational stress (Botshot, 2022; American Hotel & Lodging Association, 2025). While the pandemic-induced labor gap forced many to adopt flexible strategies like cross-training and technological integration (Hall et al., 2023), smaller firms may perceive greater opportunities due to the inherent agility and streamlined decision-making of compact organizational structures (Olalia, 2024). Nevertheless, achieving sustainable growth requires robust personnel management and tailored support systems to bridge the gap between perceived opportunity and operational capacity (Vovk & Vovk, 2024).

4.2.7. Difference in challenges, business resiliency strategies and opportunities by years of business operations

Based on the Mann–Whitney U test, operational longevity significantly influences how accommodation establishments navigate challenges, resiliency strategies, and market opportunities. Establishments with longer operational histories reported significantly greater challenges than newer counterparts ($U=2029.000$, $p=0.000$), likely due to the complexities of managing aging infrastructure and rising costs. Despite these hurdles, longer-term operations rated their resiliency strategies as significantly more effective ($U=2710.500$, $p=0.008$), benefiting from accumulated institutional

knowledge and refined risk management (Hall et al., 2023; Ruppenthal & Rückert, 2024). These established businesses also perceived significantly greater opportunities ($U=2885.000$, $p=0.026$) by leveraging brand recognition and wider networks to capitalize on digital and experiential travel trends (Olalia, 2024; Belhaj & Lehman, 2024). Consequently, while newer businesses may possess agility, they often lack the established capabilities of their veterans, highlighting the need for longevity-based support initiatives to ensure sustainable development across the sector.

Table 7

Difference in the Challenges, Business Resiliency Strategies, and Opportunities when these Accommodation Establishments are grouped according to Years of Business Operations

Variable	U	z	p
Challenges	2029.000*	-4.791	0.000
Business Resiliency Strategies	2710.500*	-2.670	0.008
Opportunities	2885.000*	-2.233	0.026

Note: *the difference in the means is significant when $p \leq 0.05$

4.2.8. Difference in challenges, business resiliency strategies and opportunities by classification

The Kruskal–Wallis H test revealed significant differences across accommodation classifications regarding perceived challenges [$\chi^2(2)=16.789$, $p=0.000$] and opportunities [$\chi^2(2)=13.556$, $p=0.001$], though business resiliency strategies remained statistically similar [$\chi^2(2)=4.050$, $p=0.132$]. Post hoc analysis showed that Mabuhay Accommodations faced significantly greater challenges than both resorts ($p=0.002$) and hotels ($p=0.000$), a finding consistent with literature noting that smaller, budget-oriented firms struggle more with resource and technological limitations (Dias, 2024; Çelik, 2021). Interestingly,

Table 8

Difference in the Challenges, Business Resiliency Strategies, and Opportunities when these Accommodation Establishments are grouped according to Classification

Variable	χ^2	df	p
Challenges	16.789*	2	0.000
Business Resiliency Strategies	4.050	2	0.132
Opportunities	13.556*	2	0.001

Note: *the difference in the means is significant when $p \leq 0.05$

Mabuhay establishments also reported significantly higher opportunity ratings than resorts ($p=0.001$), likely due to their agility in capturing niche eco-tourism and cultural markets through customized guest experiences (Elmedulan Jr., 2024; Olalia, 2024). Conversely, the lack of variance in resiliency strategies suggests a sector-wide consensus on adaptive practices, as shared external pressures like pandemic recovery and natural hazards compel all establishment types to adopt similar mitigation frameworks (Hall et al., 2023). These results highlight that while resiliency efforts are uniform,

support frameworks must be tailored to the unique vulnerabilities and niche strengths inherent to each classification.

4.3. Overall Analysis

Accommodation establishments in Coron face multifaceted challenges—including operational setbacks, market fluctuations, and financial constraints—that vary significantly based on business profile. Larger, established hotels and resorts often grapple with complex disaster resilience and infrastructure maintenance, aligning with regional assessments of the pressures faced by mature providers (Asian Development Bank, 2024; Palawan Council for Sustainable Development, 2024; Busalla, 2025; Laspiñas, 2025). In contrast, smaller

entities like Mabuhay Accommodations struggle primarily with resource scarcity and institutional rigidity, which hinder their ability to innovate or maintain service delivery during crises (Tumamao-Guittap, 2017). This disparity underscores the need for tailored support systems that account for an establishment's scale, staffing, and operational history to foster long-term industry resilience.

To navigate these hurdles, businesses have widely adopted five core resiliency strategies: competitive positioning, workforce stability, operational continuity, financial initiatives, and crisis leadership. These strategies are perceived as highly effective, particularly by long-standing and high-capacity enterprises that possess the organizational complexity to deploy them strategically. These findings mirror the objectives of Coron's Sustainable Tourism Development Project (STDP), which emphasizes capacity building and stakeholder cooperation as essential for pandemic recovery and

environmental risk management (Asian Development Bank, 2024; Department of Tourism, 2021; Guliman-Qudsi, 2024; Moraga, 2023). Maintaining workforce stability remains a critical priority for these mature businesses to ensure service quality and market competitiveness (Mercado & Ricafort, 2021; Borazon et al., 2023).

Despite the challenges, there is a strong sense of optimism regarding opportunities for growth, sustainability, and talent development. DOT-accredited resorts and larger establishments are particularly well-

Table 9

Joint Display of the Quantitative and Qualitative Results

Qualitative Results	Quantitative Results	Meta-inferences
Theme I: Challenges of DOT-Accredited Accommodation Establishments a. Operational Setbacks b. Fluctuations in Market Demand c. Workforce Deficiencies d. Financial Constraints	Challenges rated as major concerns overall (M=3.46), significantly higher among hotels, resorts, larger-capacity, and longer-operating businesses compared to Mabuhay accommodations and smaller ones.	The integration of findings indicates that accommodation establishments face interconnected operational, financial, and workforce challenges that vary according to business profile. Qualitative findings explain that higher challenge ratings among larger and more established establishments stem from increased operational complexity and financial exposure more attributable to operational complexity than to management deficiencies.
Theme II: Business Resiliency Strategies a. Competitive Positioning b. Enhancing Workforce Stability c. Operational Continuity Solutions d. Financial Stability Initiatives e. Leadership in Crisis Management Approaches	Resiliency strategies are rated very helpful overall (M=3.78), with stronger effectiveness among hotels, larger establishments, fewer personnel, and longer-operating businesses.	The converged results show that resiliency strategies function as practical and experience-driven responses to persistent challenges. Qualitative insights demonstrate that leadership, continuity planning, and workforce stability are intentionally employed to sustain operations rather than to pursue innovation or transformation.
Theme III: Opportunities of DOT-Accredited Accommodation Establishments a. Business Growth b. Sustainable Operations c. Organizational Talent Development d. Stakeholder Engagement	Opportunities are rated highly overall (M=3.79), with resorts and larger-capacity businesses showing stronger recognition than hotels, Mabuhay accommodations, and smaller establishments; perceptions consistent across years of operation.	Integrated findings suggest that accommodation establishments perceive opportunities as avenues for strengthening existing operations and relationships. Rather than signaling innovation, qualitative themes emphasize consolidation, capacity building, and long-term sustainability as realistic pathways for growth within existing organizational structures.

positioned to leverage their resources toward eco-friendly practices and infrastructure improvements, aligning with UNESCO Biosphere Reserve guidelines and rising demand for experiential travel (Department of Tourism, 2024; Asian Development Bank, 2021; PCSO, 2024; Roiback, 2025). Simultaneously, the sector is prioritizing human capital and community engagement to address labor shortages and maintain its social license to operate (American Hotel & Lodging Association, 2021). While larger players benefit from economies of scale, smaller operations are increasingly targeting niche markets, collectively driving a more sustainable and resilient tourism ecosystem in Coron.

5.0. Conclusion

In Coron, Palawan, accommodation establishments navigate operational and market hurdles through strategic adaptations that foster a continuous resilience cycle. This process transforms challenges into catalysts for change, where proactive strategies ensure business continuity and unlock future growth opportunities. While larger, established firms utilize strong leadership to maximize adaptive capacity, smaller and "Mabuhay-classified" businesses maintain competitiveness by skillfully capitalizing on niche market segments. Ultimately, this interplay confirms that resilience is indispensable for both immediate survival and the long-term sustainability of the local tourism sector.

6.0. Limitations of the Findings

While this study provides valuable insights into the resiliency of DOT-accredited establishments in Coron, Palawan, it is constrained by a narrow respondent scope and data collection pressures. By focusing exclusively on managers and key personnel, the study omits the perspectives of frontline staff, guests, and community partners, potentially limiting the findings' representativeness. Furthermore, operational demands likely led to rushed quantitative responses, while scheduling conflicts and the sensitive nature of financial or workforce topics may have caused qualitative participants to be more reserved. To enhance generalizability and provide a more holistic view of industry resiliency, future research should employ broader, more diverse sampling methods to capture a comprehensive understanding of the entire business ecosystem.

7.0. Practical Value of the Findings

This study provides actionable resiliency strategies focusing on competitive positioning, workforce development, and financial stability to help managers build adaptive policies and identify growth opportunities during crises. By implementing these operational continuity solutions, establishments can minimize vulnerability to external shocks while offering policymakers an evidence-based foundation to refine financial and digital support programs for tourism economies. Academically, the research introduces a cyclical framework connecting challenges to adaptive strategies, expanding the theoretical discourse on global business resilience. To build on these findings, future research should employ longitudinal mixed-methods designs to track organizational evolution amidst climate change or pandemics, alongside qualitative inquiries into workforce retention and assessments of tourism policy efficacy to ensure long-term sector sustainability.

8.0. Directions for Future Research

To enhance the study's scope, future research should conduct cross-contextual comparisons across Philippine and international destinations to determine how environmental, economic, and policy variations influence resilience strategies across accommodation types. Longitudinal studies utilizing the Challenges, Resiliency Strategies, and Opportunities checklists are essential to evaluate the long-term efficacy of these strategies and track business adaptation to market shifts. Furthermore, investigating human capital and policy frameworks—specifically staff development and tourism regulations—will refine these checklists into robust, evidence-based tools for sustainable management and industry growth.

9.0. Declaration of Conflict of Interest

The authors declare no potential conflicts of interest regarding the research, authorship, or publication of this article.

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