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Challenges in Sustaining Profitability: A Study of the Badian Banig Weaving Industry

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ABSTRACT

This quantitative correlational study examined the challenges in sustaining the profitability of the Badian banig weaving industry in Cebu, Philippines. Thirty banig weavers participated through simple random sampling. Data were collected using a researcher-designed four-point Likert-scale questionnaire covering total production, direct costing, value per unit, and overhead cost. The instrument was dry-run tested with eight banig weavers and obtained a Cronbach's alpha coefficient of 0.845. Frequency and percentage were used to describe respondent characteristics, weighted means were used to assess the perceived challenges, and Spearman's rank correlation was used to examine the relationship between respondent profile and perceived challenges. The findings showed that total production (M = 3.75) and value per unit (M = 3.38) were rated as Strongly Agree, while direct costing (M = 3.09) and overhead cost (M = 3.08) were rated as Agree. The overall mean was 3.33, interpreted as Strongly Agree, indicating substantial challenges in sustaining profitability. The Spearman correlation test produced p = .146, which exceeded the .05 significance level; thus, the study found no statistically significant relationship between the respondents' profile and their perceived challenges. The findings point to production capacity, resource availability, pricing, and market conditions as important areas for intervention. The study recommends production and design training, cost-management and pricing capability building, improved access to raw materials and tools, expanded market channels, and support for the cultural sustainability of Badian banig weaving.

Keywords: *Banig weaving; profitability; total production; direct costing; value per unit; overhead cost; Badian, Cebu*

INTRODUCTION

Banig weaving in Badian, Cebu, is described in the source study as a traditional, eco-friendly livelihood that uses pandan leaves and contributes to household income and Filipino cultural heritage. Pandanus species are widely distributed in tropical and subtropical environments, and pandan leaves are used in handicrafts including mats, hats, baskets, ropes, and other fiber products (Petruzzello, 2024). In the Philippines, pandan species occur in diverse habitats, and their leaves are commonly used by artisans to produce baskets, hand fans, hats, trays, and mats (Nestor et al., 2018).

Philippine weaving has a long cultural history, with traditional techniques associated with identity, beliefs, social relationships, and cultural expression (Javellana, 2017; Labrador, 2016; Yuchengco Museum, 2014). The source study describes banig as more than a functional product: its designs and production practices communicate community identity and heritage. Badian's weaving tradition therefore has both livelihood and cultural dimensions.

At the same time, traditional weaving enterprises operate in a changing economic environment. The study identifies competition from machine-produced textiles, limited market support, changing consumer preferences, technological developments, and declining participation among younger generations as concerns for the continuity of the industry. Related literature similarly discusses the pressures created by industrialization, globalization, and mass production on traditional weaving enterprises (Abola et al., 2020; Garcia, 2019; Inocian et al., 2019).

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Profitability in small-scale weaving depends on production efficiency, cost control, pricing, access to markets, and the availability of productive resources. Research cited in the source study emphasizes the importance of efficient resource utilization and cost allocation (Patel & Gupta, 2017; Rajput & Khandelwal, 2015), while other sources discuss the influence of production constraints and limited inputs on rural livelihoods (Barrett et al., 2001; Ellis, 2000; Rigg, 2007; Scoones, 2015).

The Badian context also creates particular market and environmental considerations. Tourism contributes to the local economy, while fluctuations in tourist activity can affect local income and employment (Mendoza, 2021). The source study further reports concerns about changing temperatures affecting the quality of pandan strips during processing. These conditions make it important to examine profitability challenges from the perspective of the weavers themselves.

Accordingly, this study assessed the challenges in sustaining profitability in the Badian banig weaving industry in terms of total production, direct costing, value per unit, and overhead cost. It also examined whether the respondents' demographic and business profiles were significantly related to their perceived challenges.

1.2 Theoretical Background

The study was primarily anchored on Porter's Five Forces framework, which analyzes the threat of new entrants, bargaining power of suppliers, bargaining power of buyers, threat of substitutes, and rivalry among existing competitors as forces that shape industry competition and profitability (Porter, 2008). In the Badian banig industry, these forces provide a framework for considering competition from alternative products, buyer sensitivity to price and quality, supplier conditions, market entry, and rivalry among producers.

The study also drew on Value Chain Theory, Dynamic Capabilities Theory, Disruptive Innovation, and climate-change adaptation concepts. Value chain analysis emphasizes activities such as production, marketing, and sales and can help identify inefficiencies and opportunities for value creation (Porter, 1985). Dynamic capabilities emphasize the ability of organizations to adapt and reconfigure resources in changing environments (Teece, 2007). The study also used Christensen's work on technological disruption to frame the possible effects of new technologies and alternative production systems (Christensen, 1997). Climate-change adaptation was included to recognize possible effects of environmental changes on pandan resources and processing (Pelling, 2011).

1.3 Research Questions

The study addressed four questions: (1) What is the demographic profile of the respondents in terms of gender, age, monthly income, business location, number of workers, and years of business operation? (2) What are the challenges in sustaining profitability in terms of total production, direct costing, value per unit, and overhead cost? (3) Is there a significant relationship between respondent profile and perceived challenges in sustaining profitability? and (4) Based on the findings, what recommendations may be proposed?

METHODOLOGY

Research Design

A quantitative descriptive-correlational design was employed. The design was used to measure the perceived challenges experienced by banig weavers and to examine whether respondent characteristics were associated with those perceptions.

Research Setting and Respondents

The study was conducted in Badian, Cebu, a coastal municipality consisting of 29 barangays. The source thesis reports a 2020 population of 43,735 and identifies the municipality as the setting of

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the local banig weaving industry. Thirty weavers directly involved in banig production participated in the study. The thesis states that simple random sampling was used.

Research Instrument

A researcher-designed questionnaire contained two parts. Part I gathered the respondents' gender, age, monthly income, business location, number of workers, and years in business operation. Part II measured challenges in sustaining profitability across total production, direct costing, value per unit, and overhead cost. Responses were recorded using a four-point Likert scale: Strongly Agree, Agree, Disagree, and Strongly Disagree.

Instrument Dry Run and Reliability

The questionnaire was dry-run tested with eight banig weavers before the main data collection. The source thesis reports a Cronbach's alpha coefficient of 0.845 and describes the instrument as having good internal consistency. The dry run also indicated that the questionnaire was understandable and appropriate for the target respondents.

Data Collection and Ethical Procedures

The researchers secured permission from the relevant university and local authorities before data collection. Respondents were informed about the study, provided consent, and participated voluntarily. Confidentiality and anonymity were maintained, and the researchers reported that personal information was separated from research data. The study also states that culturally appropriate language and procedures were used because the respondents belonged to a traditional weaving community.

Data Analysis

Frequency and percentage were used to summarize the respondents' profiles. Weighted mean was used to determine the level of perceived challenges across the four dimensions. The final results used Spearman's rank correlation to examine the relationship between respondent profile and perceived challenges. The reported significance level was .05. The source thesis contains an inconsistent methodological statement referring to Pearson's r; however, Table 7 and the interpretation of the inferential result explicitly identify the procedure as Spearman's correlation. This manuscript therefore reports the final analysis as Spearman's rank correlation.

RESULTS

Respondent Profile

Characteristic	Frequency	Percentage
Gender: Female	30	100%
Age: 12–30	1	3%
Age: 31–40	6	20%
Age: 41–50	8	27%
Age: 51 and above	15	50%
Monthly income: Below ₱2,000	19	63%
Monthly income: ₱2,001–₱4,000	8	27%
Monthly income: ₱6,001–₱8,000	3	10%
Business location: Tigbao	19	63%
Business location: Bugas	3	10%
Business location: Manduyong	3	10%
Business location: Malhiao	2	7%
Business location: Poblacion	1	3%
Business location: Sohoton	1	3%
Business location: Talayong	1	3%
Number of workers: Fewer than 5	30	100%
Years in operation: More than 10 years	27	90%

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All 30 respondents were female. Half were aged 51 years or older, while only one respondent (3%) was aged 12–30. Most respondents reported monthly income below ₱2,000 (63%). Tigbao accounted for 63% of the respondents. All respondents operated with fewer than five workers, and 90% reported more than 10 years of business operation. These characteristics indicate that the surveyed enterprises were predominantly small-scale and operated by experienced women weavers.

Challenges in Total Production

Indicator	M	Interpretation
Limited availability of local resources can increase capital requirements	3.87	Strongly Agree
Inflation negatively affects business capital	3.70	Strongly Agree
Lack of skills and expertise affects total production	3.87	Strongly Agree
Lack of seminars and training affects total production	3.80	Strongly Agree
Material quality and availability affect total production	3.70	Strongly Agree
Defective equipment and materials affect production	3.77	Strongly Agree
Traditional handweaving has a disadvantage compared with machine weaving	3.80	Strongly Agree
Equipment or machine availability affects production	3.97	Strongly Agree
Modern weaving/design techniques are needed to improve production	3.97	Strongly Agree
Drying pandan leaves is difficult	3.03	Agree
Aggregate	3.75	Strongly Agree

Total production obtained the highest aggregate mean among the four dimensions (M = 3.75, Strongly Agree). The highest individual means were for equipment or machine availability and the need to adapt modern weaving or design techniques (both M = 3.97). The lowest was the difficulty of drying pandan leaves (M = 3.03, Agree). The findings indicate that respondents perceive production capacity, equipment, skills, training, and resource availability as substantial challenges. The source study relates these results to literature emphasizing innovation, modernization, and production efficiency in traditional weaving (Malinao, 2025; Redison, 2025).

Challenges in Direct Costing

Indicator	M	Interpretation
Total profit is directly affected by direct cost	3.60	Strongly Agree
Material costs directly affect product direct cost	3.60	Strongly Agree
Increases in raw-material costs affect direct cost	3.70	Strongly Agree
Managing increasing raw-material costs is difficult	3.37	Strongly Agree
Alternative materials that preserve quality affect direct cost	1.30	Strongly Disagree
Minimizing material waste increases overall production	3.93	Strongly Agree
Supplier selection significantly affects production costs	2.07	Disagree
Difficulty identifying raw-material price trends affects planning	3.50	Strongly Agree
Weak supplier relationships lead to unstable direct costs	2.23	Disagree
Sustainable materials may increase direct costs but benefit the business long term	3.60	Strongly Agree
Aggregate	3.09	Agree

Direct costing was rated as an Agree-level challenge (M = 3.09). Minimizing material waste obtained the highest mean (M = 3.93), indicating strong recognition of resource efficiency as a means of improving production. Increasing raw-material costs also received high ratings. The lowest mean (M = 1.30, Strongly Disagree) concerned the use of alternative materials that would not compromise product quality, suggesting that respondents did not regard material substitution as a prominent approach within their current practices. The source thesis links this finding to the cultural and product-quality importance of traditional pandan materials (Placino et al., 2026; Cacho, 2025; Torres, 2021).

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Challenges in Value per Unit

Indicator	M	Interpretation
Limitations in setting fair and reasonable prices affect profitability	3.43	Strongly Agree
Low profit margins affect satisfaction with earnings	3.10	Agree
Competition in banig pricing affects profitability	3.93	Strongly Agree
Quality and craftsmanship differences affect selling price	3.87	Strongly Agree
Customers consider banig overpriced compared with other weavers	2.83	Agree
Customer feedback may require pricing adjustments	3.53	Strongly Agree
Limited market support affects ability to increase prices	2.17	Disagree
Difficulty setting prices based on production costs affects profitability	3.57	Strongly Agree
Market trends and competition require pricing adjustments	3.97	Strongly Agree
Maintaining product value relative to price affects satisfaction and profitability	3.40	Strongly Agree
Aggregate	3.38	Strongly Agree

Value per unit was a high-rated challenge (M = 3.38, Strongly Agree). The highest mean (M = 3.97) concerned frequent changes in market trends and competition requiring pricing adjustments. Competition in banig pricing also scored highly (M = 3.93), as did differences in quality and craftsmanship (M = 3.87). The lowest mean (M = 2.17, Disagree) concerned limited market support affecting the ability to increase prices. The findings nevertheless indicate that price setting, market competition, and customer expectations are central considerations for profitability. The source study relates these results to pricing strategy and cost allocation (Kotler, 2016; Patel & Gupta, 2017; Reyes, 2023).

Challenges in Overhead Cost

Indicator	M	Interpretation
Reliance on electricity can increase utility expenses	4.00	Strongly Agree
Daily/unexpected expenses affect product profit	3.83	Strongly Agree
High equipment maintenance costs affect total cost and profit	2.77	Agree
Dyes/paints contribute to weaving expenses	3.77	Strongly Agree
High rental costs for market spaces reduce profitability	1.67	Strongly Disagree
Fuel-price changes increase transportation costs	2.93	Agree
Transportation of products to market increases production costs	3.37	Strongly Agree
Transportation of pandan leaves/supplies reduces profit margins	2.00	Disagree
Additional labor for packaging/transportation increases expenses	2.93	Agree
High temperature affects the quality of banig strips	3.57	Strongly Agree
Aggregate	3.08	Agree

Overhead cost received an aggregate mean of 3.08 (Agree), the lowest of the four dimensions but still a reported challenge. Electricity dependence received the highest mean (M = 4.00), followed by daily or unexpected expenses (M = 3.83) and dye/paint costs (M = 3.77). Rental costs for market spaces obtained the lowest mean (M = 1.67, Strongly Disagree), consistent with the source study's observation that many weavers sell directly to buyers or intermediaries rather than relying on rented stalls. The finding also highlights the reported effect of high temperature on pandan-strip quality (M = 3.57).

Summary of Profitability Challenges

Dimension	Mean	Interpretation
Total Production	3.75	Strongly Agree
Direct Costing	3.09	Agree
Value per Unit	3.38	Strongly Agree
Overhead Cost	3.08	Agree
Overall	3.33	Strongly Agree

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The overall mean of 3.33 was interpreted as Strongly Agree, indicating that respondents reported a high level of challenge in sustaining profitability. Total production recorded the highest mean (M = 3.75), followed by value per unit (M = 3.38), direct costing (M = 3.09), and overhead cost (M = 3.08). The pattern places production capacity and pricing/value issues at the forefront of the respondents' reported profitability concerns.

Relationship Between Respondent Profile and Perceived Challenges

Variables	Spearman correlation / p-value	Decision	Interpretation
Respondent profile and perceived challenges	p = .146	Retain H_0	No statistically significant relationship

The reported Spearman correlation analysis produced p = .146, which is greater than the .05 significance level. Accordingly, the study did not reject the null hypothesis and found no statistically significant relationship between respondent profile and perceived challenges in sustaining profitability. The result suggests that the measured challenges were reported across the respondent group without statistically significant differences attributable to the profile variables examined.

DISCUSSION

The findings show that the profitability challenges reported by Badian banig weavers are concentrated in production and pricing/value dimensions. Total production received the highest aggregate mean, indicating strong agreement that resource availability, skills, training, equipment, materials, and production methods present challenges. This is consistent with literature describing resource constraints and productivity limitations among rural and small-scale enterprises (Ellis, 2000; Rigg, 2007; Scoones, 2015).

The high rating for value per unit indicates that pricing is also a central concern. Respondents strongly agreed that competition and changing market trends require pricing adjustments. Pricing literature cited in the study emphasizes the need to consider production costs, customer willingness to pay, competitor prices, and market conditions when establishing prices (Kotler, 2016; Patel & Gupta, 2017). For traditional products, however, raising prices may be constrained by consumers' purchasing capacity and competition from lower-cost alternatives.

Direct costing and overhead cost were rated as Agree-level challenges rather than Strongly Agree. This does not mean that these factors are irrelevant; rather, the respondents placed greater emphasis on production and value-per-unit concerns. Material waste, raw-material prices, electricity, dyes, and unexpected expenses remain relevant cost-management issues. Cost allocation and waste reduction are identified in the literature as mechanisms for improving operational efficiency and profitability (Patel & Gupta, 2017; Reddy & Prasad, 2015).

The respondent profile also provides important context. All respondents were women, half were 51 years or older, all operated with fewer than five workers, and 90% had more than 10 years of business operation. The source study interprets these characteristics as evidence of a small-scale, experience-based livelihood with limited younger participation. Prior literature cited by the researchers similarly associates traditional craft continuity with older artisans and with gendered patterns of home-based and informal work (Ofreneo, 2006; Torres, 2010; Wainwright, 2007).

The absence of a statistically significant relationship between respondent profile and perceived challenges (p = .146) indicates that the challenges measured in this study were not statistically associated with the demographic and business characteristics included in the analysis. Given the sample size of 30 and the descriptive scope of the study, this finding should be interpreted within the study population and should not be generalized beyond comparable populations without further evidence.

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The findings also support the relevance of Porter's competitive framework to the study's interpretation. Buyer sensitivity, competitive rivalry, substitute products, and production conditions can affect the ability of traditional producers to maintain prices and profitability (Porter, 2008). The source thesis further argues that adaptation, modernization, market expansion, and institutional support can help the industry respond to changing competitive conditions.

CONCLUSION

The Badian banig weaving industry represented in this study is a small-scale, women-dominated livelihood characterized by long operating experience and low reported monthly income among most respondents. The respondents reported substantial challenges in sustaining profitability, with total production and value per unit emerging as the dimensions with the highest mean scores.

Production-related challenges involve resource availability, equipment, skills, training, material quality, and the adoption of modern techniques. Pricing-related challenges involve competition, changing market trends, quality differences, and the difficulty of establishing prices that reflect production conditions while remaining acceptable to customers. Direct and overhead costs remain relevant but were rated at lower aggregate levels.

The analysis found no statistically significant relationship between respondent profile and perceived profitability challenges ($p = .146$). Within the study sample, the reported challenges therefore appear across respondent characteristics rather than being statistically differentiated by the profile variables examined.

Taken together, the findings indicate that sustaining profitability requires attention to production efficiency, pricing capability, market access, resource management, and appropriate modernization while maintaining the cultural characteristics of traditional banig weaving.

RECOMMENDATIONS

- Provide practical training on production efficiency, pandan preparation, improved drying and cutting techniques, quality finishing, and modern design approaches while preserving traditional weaving skills.
- Offer capability-building activities in basic cost accounting, cost allocation, pricing, budgeting, and profit-margin management so weavers can make more informed business decisions.
- Improve access to quality pandan materials, basic production tools, and appropriate equipment through partnerships with local government units and relevant government agencies.
- Develop broader market channels, including online and tourism-oriented channels, to reduce dependence on limited local buyers and create additional opportunities for product visibility and sales.
- Encourage product innovation and collaboration with designers and other market actors to diversify designs and improve the value proposition of banig products.
- Promote Badian banig weaving as a cultural heritage-based livelihood through local tourism, cultural education, community workshops, and intergenerational skills-transfer programs.
- Future research should examine market demand, supply-chain conditions, resource availability, production costs, actual sales and profit margins, and the effects of specific interventions on long-term sustainability.
- Future studies may use larger samples and inferential models appropriate to the data structure to further investigate predictors of profitability and sustainability.

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Author Contributions

Author 1: Conceptualization, Methodology, **Author 2:** Data curation, Writing-Original draft preparation; **Author 3:** Investigation, Validation, **Author 4:** Visualization, Writing- Reviewing; **Author 5**: Supervision, Editing; **Author 6:** Writing- Reviewing, Supervision

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Generative AI Statement

The authors used ChatGPT (Open AI) solely as a language-support tool to improve the clarity, coherence, and grammatical accuracy of the manuscript. All AI-assisted outputs were critically reviewed, revised, and validated by the authors to ensure the accuracy, integrity, and originality of the content. The authors accept full responsibility for the final version of the manuscript and its published content.

Ethical Considerations

Prior to the data gathering, ethical approval was obtained from the University of Cebu Academic Research Ethics Committee (UCAREC). The approved protocol ensured adherence to the principles of respect for persons, beneficence, justice, voluntary participation, informed consent, confidentiality, and anonymity, and compliance with the Data Privacy Act throughout the research process.

Declaration of Competing Interest

The authors declare that they have no competing financial, professional, or personal interests that could have influenced the conduct, findings, or publication of this study.

Data Availability

Data will be made available by the corresponding author on request.

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