

# The Ilonggo Entrepreneurs of Authentic Delicacies and their Contribution to Tourism Industry

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**Abstract**— Iloilo is known as one of the culinary hubs of the Visayas. The contribution of Ilonggo entrepreneurs through their authentic delicacies uplifted the Tourism Industry of Iloilo.

The study was conducted in order to determine the problems encountered by Ilonggo entrepreneurs of Authentic Delicacies and their contribution to the Tourism Industry. Specifically, this aimed to determine the challenges encountered by the Ilonggo entrepreneurs and how they manage to solve it, how the Ilonggo entrepreneurs advertise and market their products, the lessons learned from the success of Ilonggo entrepreneurs which can be shared to future entrepreneurs, and the contribution of authentic Ilonggo delicacies to the Tourism Industry of Iloilo.

The study made use of qualitative research design. The data were gathered through one-on-one interview with the Ilonggo entrepreneurs. Findings revealed that the Ilonggo entrepreneurs believed that competition is the biggest challenge in doing business. To manage this challenge, the key informants believe that entrepreneurs must possess humility and above all, should not forget to pray to God and have patience in every difficult situation they have to encounter. The most effective strategy applied by the Ilonggo entrepreneurs to promote their delicacies to the market are advertising through word of mouth and using the social media. Passion towards the business is the lesson learned by the successful Ilonggo entrepreneurs that can be shared to future entrepreneurs.

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**Keywords**— *Iloilo delicacies, Ilonggo delicacies, Ilonggo entrepreneurs, local entrepreneurs*

## I. INTRODUCTION

The Philippines is a haven for the development of entrepreneurs. The entrepreneur is a missionary who perceives opportunities inherent in the exchange of goods with great desire for profit. The entrepreneur creates an environment in which success is possible and the possibility of failure is controllable. The entrepreneur is at work whenever he takes risk and invests his personal talents and resources to make something new or different as customers like to buy new and improve products [7]. Some entrepreneurs are passive in their approach to business, they just invest capital and leave the management of the business enterprise to professional managers. Many entrepreneurs fail even if they had a hands-on

management style simply because they lacked the entrepreneurial skills, some entrepreneur prefer to have a hands-on management style [2].

Entrepreneurs continuously expands which lead to the increase of the industry players and branded food choices to suit every conceivable palate of Filipino's which results to the disappearing of authentic food products. With this, management in every industry is finding means in order to maintain good service to ensure customer's satisfaction. Nowadays, food establishments are growing rapidly where various new food-businesses arise and with that, Ilonggo delicacies should compete along with the new and well-known food businesses.

Entrepreneurs can gain a tremendous advantage by learning what their competitor may be developing or improving on their business. Food business is highly competitive unless, it has a unique recipes and strategies in attracting customers that can be a better edge on a business. In spite of the success of a business, new competitors could enter the market at any time to steal the customers.

In addition, it provides a clear understanding of a local market on how you can refine strategic business decision to change the perception or direction of a business. Competitive analysis can also reveal broad trends in the market, again providing an advantage of being able to spot opportunities for depreciating product and service before a competitor's can. The growth and development of food delicacies in Iloilo where this study is anchored evolve the spirit of entrepreneurship among highly risk takers, since entrepreneurship takes guts and risk to start a business. Keeping their heritage and expertise, authentic food businesses must have strong focus on innovating quality dishes that satisfy the consumer's demand for new adventurous flavors.

Iloilo City is the most livable City in the whole Philippines wherein it develops the Tourism Industry of Iloilo which authentic delicacies is one of the contributor's to the improvement of the City.

## General Objective

In general, the study aimed to identify the challenges faced by the Ilonggo entrepreneurs of authentic delicacies and their contribution to the Tourism industry and analyze the measures to overcome them.

## Specific Objectives

This study aimed to:

1. Determine the challenges encountered by the Ilonggo entrepreneurs and how they manage to solve it.
2. Determine how the Ilonggo Entrepreneurs advertise and market their products.

3. Determine the lessons learned from the success of Ilonggo entrepreneurs which can be shared to future entrepreneurs.

4. Determine the contribution of authentic Ilonggo delicacies to the tourism industry of Iloilo.

### Scope and Limitation

The study focused on determining the factors related to the lessons that the Ilonggo entrepreneurs have learned and the challenges encountered from the success of the business offering authentic Ilonggo delicacies. The research was conducted through a One-on-One interview with the business owners or the managers of the establishments. The respondents answered an open ended questions of the researcher-made questionnaire.

The research focused on the following 12 Ilonggo entrepreneurs of authentic delicacies namely: BiscochoHaus, Panaderia de Molo, PanaderianiPaa, Panaderia de Iloilo, PJ delicacies, Molo County Bakeshop, Carlos Bakeshop, D'Original Special Baye-baye, Brendance, Iloilo Pies Surprise Food Shop and Pasalubong Center, Patino'sPiaya and Pinasugbo, and Candy Pops Candies and Delicacies.

The respondents of this study were the owners or managers of the above mentioned dealing in authentic Ilonggo delicacies.

This study was conducted within Iloilo City which started last July, 2015 and ended on April, 2016.

## II. CONCEPTUAL LITERATURE

### Conceptual Literature

In times of both affluence and adversity, Iloilo's economy has consistently stood strong, buoyed by the contributions of its quiet, yet industrious supporters- the business community – who, despite international recognition and renown, have chosen to continue to grow their businesses at home and remain true to their Ilonggo spirit. The researchers recognize, but select few of these individuals, from industries as varied as real estate to retail, banking to bread- as they share their personal stories and distinct perspectives, offering us a unique glimpse into the genius, the hard work and the heart of the Ilonggo businessman. Entrepreneur is the one who perceives opportunities inherent in the exchange of goods with great desire for profit. The entrepreneur creates an environment in which success is possible and the possibility of failure is controllable.

**The Breadwinners.** Perhaps none can lay claim to a richer heritage or wider reach than the baked delicacy. From the staple *pan de salsand mamonsto* the more intricate sweet *barquillos* and butterscotch fudge, many the world over have raved at sheer variation on the same common components: flour, eggs, milk, and shortening-and maybe a secret ingredients or two.

For Evelyn Que, Gerry Guadarama, and Emil Diez, the challenge was to reinvent classic cottage industries by turning them into formidable brands. Three unique stories; three unique success-with one common thread: bread.

Tinapayan Bakeshop began its life in 1974, first as a small area with a snack bar at the Que family-owned Washington Supermart downtown, then as a series of glass-topped counters right by the exit of Iloilo Supermart on Delgado Street. Since

then, Evelyn Que has evolve the former purveyor of basic *mamon* and *hopia* into a full brand in its own right, with its own unique spin on cakes on pastries among its offerings.

"It's always just been about innovation. The trick is to never stop evolving", claims Evelyn's. Always in search of new ideas-healthier grain options for breads, spearheading dessert-based contests for culinary students, or the Chocolate Festival which has made Tinapayan famous for a good seven years running, she has put her own personal twist on a family legacy by continuing to build on a classic while keeping in tune with the times.

But even for Evelyn, there are some traditions that survive to this day. "Our original (second-hand) oven is still in use", she admits. "And we're fortunate enough to have the same bakers we had on day one".

The year was 2002, Gerry was pursuing a comfortable career in California but felt compelled to come home due to financial difficulties faced by the family business. "Since its founding in 1975, Biscocho Haus had been the homie snack house in Jaro where the family would serve *merienda* under the shade of the trees. It had a heritage. And its profits, meager though they were, had helped put all of us to school", he remembers. "I could not sit idly by without doing what I could help".

He packed his bags and in raced to Iloilo, still unsure of what steps to take. "It was daunting", Gerry says. "But I figured that my education and work experienced would help me see the challenged through".

Within the last eight years, relentless determination and unflagging resolve have seen Gerry engineer a strategic expansion of BiscochoHaus by professionalizing operations and making the brand more accessible to the consumer by putting up satellite branches around the city.

A similar battle between authenticity and progress faces JD Bakeshop. Also established in 1975, the business was an instant innovator when it pioneered a process enabling bread to have a longer shelf life. By 1993, it had expanded into a fast-food enterprise serving affordable meals to a largely student populace.

But the eventual entry of national franchises to the Iloilo market saw a sudden rise in competition. JD's response to the challenge was Emil Diez and his rather unusual business strategy.

"JD's secret has always been its price point," he says, "Our customers remain loyal because they know that at JD, they're getting quality that is always affordable. How do we compete with the big guys? We don't," he adds with a knowing smile.

Emil explains how expansion into new businesses under the JD Group of Companies has allowed them to maintain relatively low prices for Bakeshop's offerings. "Refines other ways to grow. We'd like to keep the Bakeshop's integrity and legacy as a cost-effective affirmative. Even if profits for us are slim, customers can always count on JD Bakeshop giving them the best value for money".

The JD Group's other ventures have also met with resounding success, with the company-owned The Grand Dame Hotel recently receiving a global award in Madrid. But for Emil, "JD Bakeshop will always be that classic it is, regardless of how we continue to expand. That is our commitment to the Ilonggos".

For Evelyn Que, Gerry Guadarrama, and Emil Diez, a lot has changed-but a lot has also stayed the same. And their respective businesses have seen none better days: for BiscochoHaus a renaissance, for JD Bakeshop a non-traditional expansion, and for Tinapayan a true evolution. To call it “flour power” would be an understatement. For as these three business man have proven, a little starch and a lot of substance can indeed equal some serious dough [6].

**Binalot.** The amazing story of Rommel Juan is like a feel-good adventure of an entrepreneur simply because he loves so much the concept he initially developed as a project. Just like the way he would focus on the school projects and his hobbies, his dedication to the business concept is deep and passionate.

But passion for the business alone will not make the business survive. One has to be equipped with certain skills. His education at the Asian Institute of Management opened his eyes to many new concepts, developed other untapped skills and, most importantly, enhanced his confidence in the business he was running.

Critical to an entrepreneur’s survival in his support system which could include his family, his circle of friends and associates, team of consultants and advisors, investors, et al. A nurturing environment is necessary so as not to kill the entrepreneurial spirit. Rommel Juan is fortunate to have been born to a business-minded family.

The concept of Binalot (the use of banana leaves as food wrapper or packaging in fiestas, family outing and picnics, lunch packs of agricultural workers, provincial students, and the working class) is no longer strange to Filipinos. Rommel Juan merely commercialized what he has seen as a family tradition in the Juan household. And the rest is history. The mass appeal of the Binalot concept particularly to the working class leads us to the marketing strategy initially applied by the company-niche marketing. They could not have used mass marketing because the concept would not appeal to certain markets. Eventually, as the brand transcends certain geographic boundaries locally and abroad, it may consider using a multiple-niche strategy.

Rommel continued to spread his wings by further enriching his basic knowledge of marketing learned in college to a larger breadth of knowledge earned through his apprenticeship with his father in their family business and his business ventures with his brother. Clearly, when everyone in the family thinks alike in their career choices, there is the tendency to support each other.

If one would notice the interesting caricature in the logo of Binalot, it all fits well with the concept, the menu, and the marketing promotions they had in the past years. They invested on developing the brand by standardizing their signage, local store marketing, staff uniform, menu selection and packaging. And because of this they began to be notice by the market, and so did their potential competitors who started to copy everything they were going. It is not enough that one registers the brand what competition is doing. Dialogue with the competitor who is infringing on your intellectual property rights may be an inexpensive and diplomatic start before filing formal charges. Remember that your brand is an asset your company has invested heavily on. So, be conscious about constantly protecting it.

Finally, if you want to know what’s good and bad with your product, listen to your customers. Rommel Juan’s constant dialogue with his employees removed much of the formalities across the organizational hierarchy. He showed them what he was a hands-on manager and entrepreneur [2].

**Ted’s Old Timer Lapaz Batchoy.** Take a healthy serving of perseverance. Add a heaping spoonful of Ilonggo pride, and mix in a lasting commitment to the preservation of a legacy. Stew until boiling and serve while hot.

The above recipe may not be what comes to mind when savoring the hearty feast that is a bowl of *batchoy*, but it certainly fits the colorful history of one Iloilo’s most iconic brands: *Ted’s Old Timer*.

It has been a good 65 years since Tedorico “Ted” Lepura first sold the celebrated golden broth at the Lapaz Public Market, with a market P10 in his pocket and a modest food stall to his name. Yet the efforts of his daughter Adelfa and her husband Larry Borro have ensured that his name and his heritage have not only survived, but continue to be relevant to the changing times.

“We pick our innovations wisely,” Larry Borro says with a chuckle. “Survival isn’t just about speed. It’s about maintaining the standard of quality and service that our customers have come to associate with Ted’s. And that means hard work, hard work, and more hard work.”

The Borros’ philosophy of careful consideration is evident in their story. It was not till the 60’s they introduced “Choose your own noodles,” which gave customers the option of *miswa*, *sotanghon*, *bihon*, or the usual *miki*. It was only in 1984 that they opened their first branch outside Lapaz. Twenty branches later, Ted’s began franchising. “You can’t rush a business decision, just as you can’t rush making a bowl of batchoy,” Larry notes. “It pays to be patient. And in the end, your perseverance will be rewarded.”

And rewarded they have been. Added to Ted’s already numerous accolades and guestbook that reads like a who’s who of celebrity patrons is a trophy for 2010 Entrepreneur of the Year finalist, awarded by global professional service firm Ernst and Young.

“We still have a great many plans,” says Larry. And as Ted’s continues its steady pays towards innovation by sharing the unique Ilonggo invention to the world, we wait in anticipation. And we are not alone. For as evinced by the thousands of followers on the business’ web, Facebook and Twitter pages, the *batchoy* of the past may indeed be the business of the future.

**Roberto’s Iloilo’s Best-kept Secret.** Vicente “Dako” Yap, the eldest of 11 children of naturalized Filipino parents, had known dire straits. The Yap’s first business, a bazaar went bankrupt. “It was hard, the reversal of fortune that happened”. It is a tribute to Dako’s father’s ingenuity that armed with culinary skills, he put up a burger house in 1978 called Roberto’s. Located along JM Basa Street in Iloilo the family business remains robust even against competition posed by fast-food giants. Originally known for their hamburgers, the Yaps expanded their menu to include *siopaos* which proved to be such a big hit. Roberto’s *siopaos* come in four variants, namely Small- pork *adobo siopaos* with Chinese sausage and egg, Large- also known as “King” which is chicken and pork *adobo siopaos* with ham and egg, and Extra Large- also billed as

“Queen” which is essentially chicken and pork *adobo siopa* with bacon and egg.

Dako, a Commerce graduate from La Salle Taft, and his siblings have since taken over the business after their father’s death. Dako takes care of promotions and the financial side while a brother is in charge of product development. “I always try to introduce new ways to entice customers. Last summer, I made a swing and placed stuffed toys on it. When Prince William of Wales married Kate Middleton this year, I decorated our store- a two-story shop whose ground floor has 100 seating capacity and whose second level is where kitchen is- with feathers and fishnet”, Dako notes happily. “For the longest time, we never resorted to remodeling our one and only store. But now, we placed six-foot hanging lamps all over the store”.

Budding entrepreneurs, according to Dako, should have “the passion for it. They should be hands-on. And always keep in mind that all blessings are from God, not entirely our own. We are but an instrument”. Dako Yap knows whereof he speaks. After all, their 33- year track record is no mean feat. “I am like any other hardworking working class citizen. If I have to go behind the counter, sell our products myself, I do it without hesitation. I am at the store from 10 am to 12 noon and then go back at 3 pm and stay until 5 pm. We have no choice but to love the legacy that our father has left us” [6].

**Chicharific.** The life cycle of a product can have many challenges. During the introduction stage, market acceptability can pose difficulty if the product is a pioneering concept and the market is discriminating. The growth stage is basically a battle for market share. As a product’s yield climbs steadily, the threat of existing and new competitors will always be a challenge. All of this were experienced by Erli Lapid-Dioquino and Estrellita Lapid-Montanido of Chicharific. Chicharific is currently in the growth stage.

The challenge at the maturity stage is sustainability. And finally, at the decline stage, the challenge is to innovate. On the other hand, the two sisters experienced a period of instability as noted by their business cycle. The business cycle is a company’s ability to convert cash into inventories to be sold, and credit sales collected. The shorter the cycle the better it is for the company. This creates a propensity to generate cash faster. In some cases, a shorter business cycle could result in shorter payback period.

The company has focused on improving the quality of their product despite internal conflicts that arouse among siblings. Since they were producing a tangible product, they had to consider many quality dimensions to provide a competitive edge over other brands. The taste and characteristics of their *chicharon* pork cracklings (conformance), the packaging (aesthetics), expiration date (durability), and the variants of flavors (features) manifest clear efforts to upgrade the quality of Chicharific.

Managing the internal environment can be difficult at times. In closed family corporations, often times, members of the family get into a trap called role conflict. They tend to confuse the roles in the family with their roles in the corporation. Many Filipino-owned family corporations have managed to outgrow this phase to bringing into the organization professional managers who take care of aspects of the business where family members feel inadequate.

One tool that can be useful in identifying who in the competition has already made it in the winner’s circle is the McKinsey Matrix. It analyzes the business position and market attractiveness of the key players in the industry. Chicharific cannot claim that it is already the leading brand or that it is in the winner’s circle but it is, more or less, ready to penetrate this elite group within the next two years.

One of the biggest threats in a product like pork cracklings is that it is so easy to replicate. There will always be a cheaper alternative products or brands out there that can take a portion of Chicharific’s market share. In an industry where there are too many generic players, the value of branding comes in. The brand will signify high quality standards of processing, packaging and handling of food products. Consumers purchase branded products because there is less risk of buying poor quality food products which could consequently affect the health of consumers. Finding or creating a unique selling proposition is a sound way of differentiating one’s product from the rest of the industry. This is also a better way to compete in a crowded industry. If one decides to compete on price, i.e. waging a price war against selected or all competitors, one creates a red ocean scenario where blood could be spilled. Price war is the highest form of competition because it hurts all players in the market. One must also have large amount of reserves or resources in preparation for bigger battles should the competitors retaliate [2].

#### **Waffle Time, Coffee Break, Green Mango, etc.**

Johnny Que recalls how a flash of nostalgia triggered a similar moment of discovery. Already a successful architect, he came upon “the original Iloilo Supermart waffle machine” in one of his trips through the family business warehouse. “It was old and dusty, but still in working order- and it got me thinking back to the days when fresh hot cheese and hotdog waffles used to be sold everywhere in Iloilo. So I decided to utilize this piece of old technology, throw some new ideas into the mix, and take a chance”.

The risk proved to be well worth the effort. Johnny’s Waffle Time franchise has grown from a small, solitary kiosk into a major South East Asia- wide enterprise over 400 outlets strong, and has earned him accolades from Go Negosyo and Entrepreneur Magazine. “Even I was overwhelmed at the sudden surge”, admits Johnny. “We didn’t plan this. But the success of waffle time further awakened the drive to help evolve the Ilonggo lifestyle, and that led us to introduce even more food concepts to the market”.

Even the staunchest of skeptics were awed as Johnny slowly began to open restaurant after restaurant, each with its own unique innovation on a tried- and- tested formula. Coffee Break made its mark as Iloilo’s choice for a quick caffeine fix.

To date, Johnny own no less than seven different establishments within the Avenue strip at the City’s burgeoning Smallville district, offering distinct choices that range from *pares* to prime rib; *grissini* to gelato. And he has no plans of slowing down. “There is potential and opportunity everywhere”, he asserts. “The challenge is in finding the right amount of value to add to make it work for the market- without compromising your standards. It’s a delicate balance but if you can find a way to please both the customer’s and your own passion, you’ve got it made” [6].

### On Authentic Ilonggo Delicacies

Iloilo is in tune with trends but still loves the traditional. And that has made various businesses of making and selling natives a thriving one [4].

**Batchoy.** Started in the La Paz market and is largely attributed to Deco's. What goes into the broth in the secret, though most people know that it is *guinamos*, specifically the one from Tipauan in Estacia. Silvers of port and its innards, white shrimps (never the dark ones) and thin *miki* (egg noodles) go into the soup. Everything is topped with crushed *chicharon* (crisp pork rind). An order at Deco's comes with *puto* a rice cake wrapped in banana leaves.

**Barquillos** may be found in many bakeries in Iloilo and around the country. But the de Ocampo barquillos, the cigar-shaped cookie, a wafer that's rolled, must have had its beginnings in Iloilo in the de Ocampo's own bakery. (Alicia de Ocampo traces barquillos to her husband's family business, back to 1898, when Emilia Gonzales de Ocampo) using the same recipe and adding either goat's milk or coconut milk and sugar, they made the first barquillos. Today, Alicia's daughter Rowena de Ocampo Tan takes charge of the company and supervises about 50 people using the *barquillero* to churn out 8,000 single—or 4,000 double-layered barquillos a day.

**Galletas.** The oldest food business in Iloilo, the Panaderia de Molo, and this bakery still uses the old wood-fired oven to make its cookies. Iloilo's many bakeries produce several kinds of delicious traditional cookies such as crisps swirls of hojaldres, thin round galletas, long milky broas, curly rosquillos, buttery discocho and sugar-topped banadas.

**Pancit Molo.** A soup with dumplings, has been branded well so no other place can claim it except the town of Molo. A Chinese enclave in the provinces in early history. The main ingredients of Molo dumplings are ground pork, tajuri (salted soy bean curd) and chopped spring onions—all wrapped in thin square noodles. There are sold chilled or dried or done fresh. However, source there ingredients are dropped into boiling broth, or "caldo", as simple or as rich (with additional of chicken strips and ham) as the cook intense it to be.

**Pandesal.** Founded by Chiquiro Uy, grandfather of the present owner, Jose Uy, the Panderiani Pa-a is near jeepney terminals so its products travel through Iloilo brought by commuter. The products are akin to what most old bakeries in the country produce such as (*pan de sal*) which is a specialty.

Began as a home industry of Dr. Carlos Guadarrama and Terresa Jalandoni, Biscocho Haus started in 1975 and its name hints at what products it's started with its popular biscocho, a garlic and butter toast, a favorite merienda piece and also their widely popular butterscotch, yema and banana marbles.

**Butterscotch.** Is owned and operated by Josephine Jalandoni dela Fuente and her daughter Janice Michelle F. Chua. It's started in 1995 with practically the same standard biscuits including biscocho. But it has updated some products such as the butterscotch bars, which known as the best butterscotch bars in town.

The piaya, bibingka sa Mohon, Mariedel's and empanada are must try products in Iloilo [8].

**Piaya**, this Ilonggo specialty was probably developed during the heyday of Iloilo's sugar exports and handed down to become one of the top pasalubong from the City. The flat and

round piaya is made of dough mixed with water, flour and moistened muscovado (raw brown sugar) filling, hinting at its sugar industry origins. Sesame seeds are at times sprinkled to add a nutty taste and delicate crunch. Aside from muscovado, some variations are ube as filling. Piaya is surely available in all bakeshops and pasalubong stores in the city.

One of favorite sweet snack is **pinasugbo** finely slice unripe saba bananas deep fried, coated with really thick muscovado and sprinkled with sesame seeds. The muscovado coating makes the pinasugbo stick together so unwrapping it from the package and separating the bundled strips and bit of a challenge (that's an exaggeration). The bottom part of the pinasugbo is also wrapped with paper to make eating a little less messy.

**Bibingka sa Mohon.** Is a popular source of bingka but be sure to be there early or reserve in advance as the bingkas are easily sold out once cooked. Still carving for cakes? You may try puto wrapped in fresh banana leaves. Sweet tooth? Iloilo City will be the first on your list because it is a city where sugar built.

**Maridel's at Plazuela de Iloilo.** It is also a must if you wish to taste traditional Ilonggo sweets. Highly recommended is Damier Cake (at check board pattern of ube and cake), and snicker cake (chocolate and caramel candy bar in a cake) the owner, Maridel Hyongco, is widely known for her passion for preserving and promoting traditional Ilonggo cooking.

Hitting the downtown? Don't forget to taste the Iloilo's version of *empanada*- delicious meat pastry with thin and delectable crust.

### Contribution of Local Delicacies on Tourism Development

#### Iloilo Homestore becomes tourist attraction

Iloilo City, Philippines--Tourists and Ilonggos wanting to take a glimpse and taste of the best of Panay and Guimaras Islands need not go far from this city.

A one-stop trade pavilion and a pasalubong (gift) center offer tourists the convenience of having the best products of Panay and the famous delicacies of Iloilo and Guimaras in these two places. The Ilonggo Producers Association (IPA) Trade Pavilion sells products of small and micro producers from the provinces of Aklan, Antique, Capiz, Guimaras and Iloilo. These include Iloilo's famous native delicacies, such as butterscotch, biscocho and barquillos, as well as gift items, textiles, garments, furniture and houseware. "We have a home store for locally made products," says the pavilion's executive director, Rowena Barte-Zulueta. The pavilion displays a wide range of products, ranging from muscovado (raw) sugar and dried fish, to high-end souvenir items, furniture and heritage fabrics of Panay. Also, there are coconut shell products, cashew nuts, mango jams, and pineapple jelly from Guimaras, and buri products, bariw and abaca bags, and bakery products from Antique. The store also sells goods from Aklan, including nito handicraft, handmade paper products, the renowned jusi (abaca or banana) fabric and the Precious Moments dolls. From Iloilo are bamboo products, bags and accessories, ceramics, delicacies, piña (pineapple) fabric and other hablon (handwoven) fabric. Displays for delicacies, souvenir items and export quality lamp shades are located at the first floor selling area, while the second floor is reserved for export-quality

furniture and fabrics and artwork of local artists. The store traces its roots in the early 1990s, shortly after the Panay and Guimaras Producers Association (PAGPA) was formed. The group was organized with the help of the Department of Trade and Industry (DTI) when small producers in Iloilo became aware that products of Panay and Guimaras islands were lagging behind those of other provinces in terms of competitiveness, promotion and development.

In May 1993, the IPA Trade Center opened at the DTI regional office near Plaza Libertad in downtown Iloilo City. On display were native delicacies and fabrics. Two years later, the store transferred to its present location, occupying a bigger and more accessible building on General Luna Street. From a store that was initially set up with the help of the DTI, the trade pavilion is now self-sustaining, supported by fees paid by IPA members participating in the showcase, apart from earning a percentage of the gross sales of producers. Barte-Zulueta says the store has become a tourist destination in the city. IPA is also at the forefront of efforts to revive and boost Panay's fabric industry--an inseparable part of the cultural heritage of Ilonggos. The association recently sponsored a fashion show of dresses made of indigenous fibers designed by internationally renowned Ilonggo couturier NonoPalmas. Another shop also caters to tourists in search of Iloilo's mouth-watering delicacies for pasalubong--saving them the effort of making the rounds of bakeshops across the city.

The Deco's Pasalubong Shop on Valeria Street, owned by Ilonggo businessman Edgar Sia II, has attracted more and more tourists since it opened on December 1, 2007. "We wanted to put together Iloilo's famous delicacies, like a mall of pasalubong, so that tourists don't have to go to bakeshops that are dispersed in the city," says Sia. The products include the famous butterscotch, barquillos, biscocho, preserved foods and pinasugbo from BiscochoHaus, Panaderia de Molo, Trappist Monastery and McNester Food Products (both from Guimaras), Wewins, JD Bakeshop, Rosy's Delicacies, PJ Delicacies, DeocampoBarquillos Mama's Kitchen and Mrs. Fudge. "We want to spoon-feed the tourists," says Sia. "They will save time and effort because almost every famous pasalubong from Iloilo and Guimaras are already here." The store has extended its hours, from 8 a.m. to 10 p.m., to cater to tourists doing last minute shopping. Sia says it helps that the store is situated beside a branch of Deco's LapazBatchoy, which he also owns, because tourists can easily go to the pasalubong shop after eating batchoy. He says around 70 percent of their customers are balikbayan and non-Ilonggo tourists. Despite its short stint, the store has already drawn a large number of tourists, especially during the Christmas holiday, the Dinagyang Festival and the Jaro fiesta, says Sia [1].

### **Theoretical Framework of the Study**

This study was anchored on *David C. McClelland's Theory* by Zulueta (1994). This theory classifies people in relation to their dominant need for achievement, power or affiliation. McClelland viewed that successful entrepreneurs are persons with high N-Ach (Need for Achievement).

This Need Achievement Theory assumed that the linked needs satisfaction to motivating behavior was originally conceptualized by John Atkinson, a psychologist, whose interest

were on personality tests. The theory argued that the "need to achieve" is a personality trait of an individual.

Lately other behaviorists have argued on the basis of new research that leaders in organizations tend to be people with high N-power (need for power). Using this as a frame of reference, it seems that people differ in terms on their dominant need orientation-achievement, power and affiliation, and therefore, the types of organizational incentives that they would be most responsive to any given situation should also differ.

The theory explains that "people who are high in need achievement are highly motivated to strive for the satisfaction that is derived from the accomplishing some challenging task. They prefer tasks for which there is a reasonable chance for success and avoid those that are either so easy or too difficult. This people also prefer obtaining specific, timely criticism and feedback about their performance."

It was McClelland who popularized and found application of Atkinson's work to business, and later coined the term "Achievement Motivation" to describe an individual's drive to overcome challenges for advancement.

This theory is directly related to this study considering that it discusses the role of entrepreneur for the success of the economic development as well as the success of their businesses. It includes the characteristics of an entrepreneurs that takes place through the challenges they have encountered and what motivates them to overcome the challenging situation that takes place in the business.

### **Conceptual Framework of the Study**

A research has dependent and independent variables interacting with each other so that it will be wide range, meaningful and workable.

This study determined the Ilonggo Entrepreneurs of Authentic Delicacies and their contribution to the Tourism industry. The independent variables of the study are the age of the respondents, their educational attainment and the no. of years in the business. The dependent variables are the challenges encountered by the Ilonggo entrepreneur and their solution, advertising and marketing of products, the lessons learned from the success of Ilonggo Entrepreneurs and the contribution of authentic delicacies to the tourism industry of Iloilo. To link the independent variables to the dependent variables, process variables were utilized. They involved preparation of interview guide or guide question, data gathering or interview proper and textual analysis.

## **III. METHODOLOGY**

### **Research Design**

The study used the qualitative research design which is focused on the quality of a particular activity than in how often it occurs or how it would otherwise be evaluated [5]. This type of research emphasized verbal description and explanations of human behavior and practices in an attempt to understand how the units or members of the study population experienced or explained their own world. To gather information, the researcher made use of one or a combination of the following techniques, participant observation, key informant interview, direct observation, and in-depth analysis of a single case [3].

**Respondents of the Study**

The respondents of this study were twelve (12) owners or the managers of the selected food establishments of various Authentic Ilonggo Delicacies in Iloilo City that are still operating for at least 5 years during the conduct of the study.

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TABLE I. RESPONDENTS PROFILE

VARIABLES	f	%
<b>A. Designation</b>		
Owner	10	83
Manager	2	17
<b>Total</b>	12	100
<b>B. Age</b>		
26 to 35	2	17
36 to 45	1	8
46 and up	9	75
<b>Total</b>	12	100
<b>C. Educational Attainment</b>		
Elementary Graduate	2	17
Tertiary Level	1	8
Tertiary Graduate	9	75
<b>Total</b>	12	100
<b>D. No. of years of Business Operation</b>		
5 to 10 years	3	25
11 to 15 years	1	8
21 and up	8	67
<b>Total</b>	12	100

**Instrumentation**

The instrument in this study was a researcher-made questionnaire which is concerned on a more individualized responses on the success of Ilonggo entrepreneurs with authentic delicacies. The questionnaire made was used as a reference in conducting a One-on-One interview to the Ilonggo entrepreneurs regarding the business. The instrument used by the researcher obtained information about how the Ilonggo entrepreneurs of authentic delicacies contribute to the Tourism industry of Iloilo.

The questionnaire is composed of 2 parts. The first part consisted of gathering personal data about the profiles of the respondents with regards to their designation, age, educational attainment in terms of elementary level, secondary level, and tertiary level and number of years the business operates. The second part was the interview proper related to the Ilonggo entrepreneurs of authentic delicacies and their contribution to the Tourism industry.

**Validity of the Questionnaire**

Validity is the most important idea to consider when preparing or selecting an instrument for use. More than anything else, researchers want to serve their purposes [5].

The researchers made an instrument and presented a draft to the research adviser for corrections. The corrected draft was

submitted to the experts in the field of research to ensure the content validity of the research instrument using the Good and Scates criteria. All comments, corrections and recommendations for the improvement or revision were incorporated in drafting the final instrument and copies were reproduced for administration.

**Reliability of the Questionnaire**

Reliability refers to the consistency of the scores obtained. How consistent they are for each individual from one administration of an instrument to another and from one set of items to [5].

To ensure the consistency and the reliability of the study, the researchers prepared an instrument using a set of questionnaires during our interview t8hat test the capabilities of the Ilonggo Entrepreneurs in answering all our questions. It makes the researcher’s instrument reliable because all of the respondents are dealing in authentic delicacies and because it is located within the Iloilo City, the mindset of the Entrepreneurs are quite the same. They may have different perception in the business but their ideas during our pre-test was consistent that answers all our needed information that makes our instrument reliable.

**Data Gathering Procedure**

The Ilonggo entrepreneurs or the manager of Authentic Ilonggo Delicacies were chosen to be the respondents of this study. The researcher made a letter of permission addressed to the owner or the manager of the selected Authentic Ilonggo Delicacy establishments and personally conducted a One-on-one interview based on the questionnaire prepared. After the respondents answered the questionnaire, the data were gathered and analyzed to serve as basis for reporting the findings, conclusions and recommendations of the study.

**Textual Analysis**

The purpose of textual analysis is to describe the content, structure, and functions of the message that contain in texts. The answers of the respondents were analyzed by the researchers and gathered all the information to understand the ways on how entrepreneurs approach in the business and how they have gain tremendous advantage by improving their business.

The researchers analyzed that most of the Ilonggo entrepreneurs started at the age of 26 and up, some of them were Elementary graduate, some were tertiary level and most of the Ilonggo entrepreneurs graduated in College with a degree. Particularly, the business operated more than 5 to 10 years, 11 to 15 years and most of it operated 21 years and

IV. SUMMARY OF FINDINGS, CONCLUSIONS, AND RECOMMENDATIONS

This study was conducted in order to identify the numerous challenges faced by the Ilonggo entrepreneurs of authentic delicacies and their contribution to the Tourism industry.

Specifically, this study aimed to determine the challenges encountered by the Ilonggo entrepreneurs and how they manage to solve it, determine how the Ilonggo Entrepreneurs advertise and market their products, determine the lessons learned from the success of Ilonggo entrepreneurs which can be

shared to future entrepreneurs, and determine the authentic Ilonggo delicacies contributes to the tourism industry of Iloilo.

This study was conducted to the owners or managers of the selected food establishments of various authentic Ilonggo delicacies with in Iloilo City. The instrument in this study was a researcher-made questionnaire, since it is concerned for more individualized responses on the success of Ilonggo entrepreneurs with authentic delicacies. The researchers made questionnaire was used as a reference in conducting a One-on-One interview to the Ilonggo entrepreneurs regarding the business. The instrument used by the researcher obtained information that serves as the purposes and objectives of the study.

### **Summary of Findings**

1. The Ilonggo entrepreneurs believed that competition was the biggest challenge respondents have encountered in the business, in order to manage this tremendous challenges entrepreneurs must to possess humility. There is a need to always put feet on the ground in spite of all the success and never forget where one started. Discover and be open to innovations as it helped the owners to develop the delicacy business. It is also important to meet the demand of the customers to continuously satisfy the customers. Above all, should not forget to pray to God and have patience in every difficult situation they have to encounter.

2. The most effective strategy applied by the Ilonggo entrepreneurs which promotes their delicacies to the people was advertising through word of mouth. Respondents said that it could be possible by simply telling their families and friends about the quality of their delicacies. In addition, by exposing to social media was a big help to gain more customers. The entrepreneurs were having community service or sponsoring foundations together with the media for the exchange of publicity and as well as for the exposure of their delicacies by sending it off to the public. In addition, exhibits and ads in local newspaper also made an influence in marketing their products.

3. The lessons learned of the Ilonggo entrepreneurs from the success of their business which can be shared to future entrepreneurs were passion in the business followed by hard work, patience and perseverance. And also, Ilonggo Entrepreneurs must have a good interaction and communication with the customers for it helped the business improve. Above all, should not forget to pray to God for without this, entrepreneurs cannot attain the success that they have experienced and embrace such traits to maintain their expertise.

4. Furthermore, entrepreneurs also believed that the contribution of authentic delicacies to the tourism industry of Iloilo were: a) it attracts tourist not only on the quality of the delicacies but it also brings love from Iloilo to their home, with this they will keep on coming back to Iloilo. In addition, Iloilo is also known for being the culinarian of the Visayas, positioning itself as a food lover, it helps the City to be known as a place where they can buy local mouthwatering delicacies. And it also help uplift the tourism industry of Iloilo for the delicacy business offered products that complements the Iloilo's cultural heritage which gave the tourists a taste of Ilonggo history.

### **Conclusions**

The following conclusions have been made based on the findings of the study:

Ilonggo entrepreneurs of authentic delicacies have encountered different challenges and managed their business by believing in God above all in spite of all the hardships and difficulties in life. Through dedication and belief, it made the business successful.

Advertising through word of mouth and social media made a big impact in influencing other people to recognize their authentic delicacies making it their choice and kept on patronizing their product.

Passion in the business was the lesson learned in making the business successful and also being consistent in providing quality products. Most of all, there is nothing more important than to share to the future entrepreneurs about their pride and legacy.

Therefore, the researchers conclude that the contribution of authentic delicacies to the Tourism industry of Iloilo was the love of the Tourists for the province by means of having delicious and quality food products other than the culture and beauty of the place as a whole.

### **Recommendations**

Based on the conclusion and outcome of the study, the following recommendations were formulated:

For the future Ilonggo entrepreneur, no matter how difficult the situations never give up and be open to positive changes. Maintain a good attitude in the business to achieve your dreams. Think of better strategies to whom, what and where you could get the best option. And always keep in mind that life must go on no matter what happen in your business.

For the owner of the delicacy business, learn from mistakes and focus on solutions. Never forget that the business started as it would guide the respondents through different directions of success. Put a twist on a family legacy by continuing to build on a classic while keeping in tune with the times. Never change the quality of the product what the customer are used to, make it better instead. Always keep your feet on the ground despite of being at the top of your career. Be a good leader to everyone especially with employees as for this people are your lifeline division and also with the customers.

Learn to maintain love of your delicacies in order to give quality products as the tourist will love it back and bring it to their homes.

The City Government must have a closer coordination with local government units in the province of Iloilo though it promotes the food products but still it needs to enhance the campaign activities in order to increase the awareness of local residents and tourists towards the authentic delicacies of Iloilo. Programs about advertising Iloilo authentic delicacies must be enhanced to promote the local products not only locally but also worldwide, and export these products outside Iloilo. In order to export these products, City Government should make a strategies like presenting Ilonggo delicacies to foreign investors that could attract companies that exports different delicacies as their product to their own country. Through this, influx of tourist will be expected.

The Department of Tourism must support and encourage the production of Iloilo authentic delicacies by means of promotion

like exhibits, the use of social media, ads, distributing sample leaflets and brochures of the different authentic delicacies of Iloilo to tourists and potential customers. Assist the Ilonggo entrepreneurs in launching their delicacies by putting together Iloilo's famous delicacies like a mall of "pasalubong" that tourists don't have to go to bakeshops that are dispersed in the City during big events like Dinagyang whereas creating kiosks nearby the event. They should also be the key promoter of authentic delicacies, disseminate information through the word of mouth, Entrepreneurs will achieve excellence in terms of endorsing their authentic delicacies.

For the future researchers, make this study as basis for the improvement of research papers similar to our research. Analyze carefully so any chosen study can have a better outcome. Have a concept of your own based on what you have heard, seen and believed as a researcher so you can create a realistic and concise research paper.



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