
RESEARCH ARTICLE

Evaluation of the Resort Industry in the Province of Siquijor: An Analysis of the Porter's Five Forces Strategic Approach

Bless Mariz B. Bulingot

MBA candidate, Siquijor State College

Corresponding Author: Bless Mariz B. Bulingot, **E-mail:** bmbbulingot@gmail.com

ABSTRACT

This study evaluates the Resort Industry in Siquijor province by assessing critical gaps and effective strategies using forces that shape industry competition. Using Porter's Five Forces Strategic Approach, the study explores five forces mainly: threat of new entrants, bargaining power of suppliers, bargaining power of customers, threat of substitute products and services and rivalry among existing competitors. The researcher used a quantitative approach, integrating pilot testing descriptive statistics and path analysis to evaluate the resort owner's assessment on the resort industry current status. The research instrument indicates a good reliability with a Cronbach's alpha (0.8152). Relations among variables were tested using path analysis, through coefficient of determination (R^2) to evaluate the intensity of influence. Results show unequal distribution channel and restrictive government regulations are the strongest threats to entry making the supply of economies of scale under prioritized by most firms in the industry. In supplier bargaining power, size of suppliers appeared as an effective influence to resort operators compared to the number of suppliers denoted as non-critical. Product Differentiation proved to have the strongest influence in the competitive landscape, whereas price sensitivity factor showing a less impact. In customer bargaining power, switching cost reveals as the primary driver to customers behaviour rather than buyer propensity to substitute. Industry growth rate exhibits both the strongest and weakest point of resort industry confirming strong potential but weak progress to industry players. The study concludes that these factors need to be prioritized, recommending resort key players to focus on the factors mentioned.

KEYWORDS

Porter's Theory, Resort Industry, Siquijor Province, unequal distribution channel, product differentiation, switching cost, industry growth rate, strategic approach

ARTICLE INFORMATION

ACCEPTED: 25 September 2026

PUBLISHED: 29 October 2026

DOI: 10.32996/jbms.2026.8.11.3

1. Introduction

Siquijor's tourism status has skyrocketed leading to a remarkably noticeable impact in the economy of the province, making a substantial upsurge of more establishments in the resort industry. Along with the growing exposure of the Island of Siquijor in social media and other platforms, aside from foreign tourists, it draws the attention of more investors and business owners creating a strong competition. By thorough assessment of the province intensifying business competitions in the tourism industry, business owners can advance and upgrade their services by means of elevating, promoting and constant keeping up with the demand of their customer's preference.

In spite of the rising number of tourists making the economy progressive, business owners strive to keep up with the island's evolving tourism transformation. With this, more Siquijodnons dive in to creating more businesses as a result of in demand necessity generating a pile of business owners intensifying rivalry across the island. Strengthening the competition of business owners in the tourism industry makes the rivalry lead to lack of differentiation in their services and strategies that sets them apart from other existing establishments.

Business competition clearly brings development, innovation and growth but on the other hand, it creates challenges and gaps. Many business owners find it difficult to build strategies due to lack of knowledge and expertise, restricted time and resources, struggle in predicting customer needs and overwhelming competition in the industry. Without proper assessment and thorough evaluation, business owners won't be able to assess and address the challenges they are facing and what gaps to fill in.

This study aims to address these challenges by assessing the current status of the competition among business owners in the province of Siquijor in the field of resort industry through a comprehensive evaluation. Through assessment of the different aspects to consider in shaping the industry competition, this research will give a foundation for business owners to identify the business tactics that they could apply in their respective businesses. Hence, through a careful and systematic analysis, the study strikes for a better understanding of how business owners should generate an improved and detailed business strategy to compete with others in the industry.

1.1 Theoretical framework

Michael Porter's Competitive Strategy Theory explains how businesses operate in a competitive environment and success depends on the ability to perform rivals. Michael Eugene Porter, an American businessman and a Professor at Harvard Business School, is widely recognized as the founder of the modern strategy field and is one of the world's most influential thinkers on management and competitiveness. Within this framework, there are five significant forces or dimensions that shape the industry competition: First, (1) threat of new entrants discusses the potential for incoming businesses to enter in the industry and compete among others in the market. Second, (2) bargaining power of supplier's considers the power that the suppliers have over the businesses within the same industry. Third, (3) bargaining power of buyers analyses the power that buyers hold in the industry. Fourth, (4) threat of substitute products or service suggests that there is a threat that customers may change or switch to another establishment that offers the same service. Lastly, (5) intensity of competitive rivalry which assesses the competition among the competitors in the same industry which may lead for players to continuously upgrade to keep up with the customer's need and at the same time give them to edge of being on top from the other rivals.

1.2 Conceptual framework

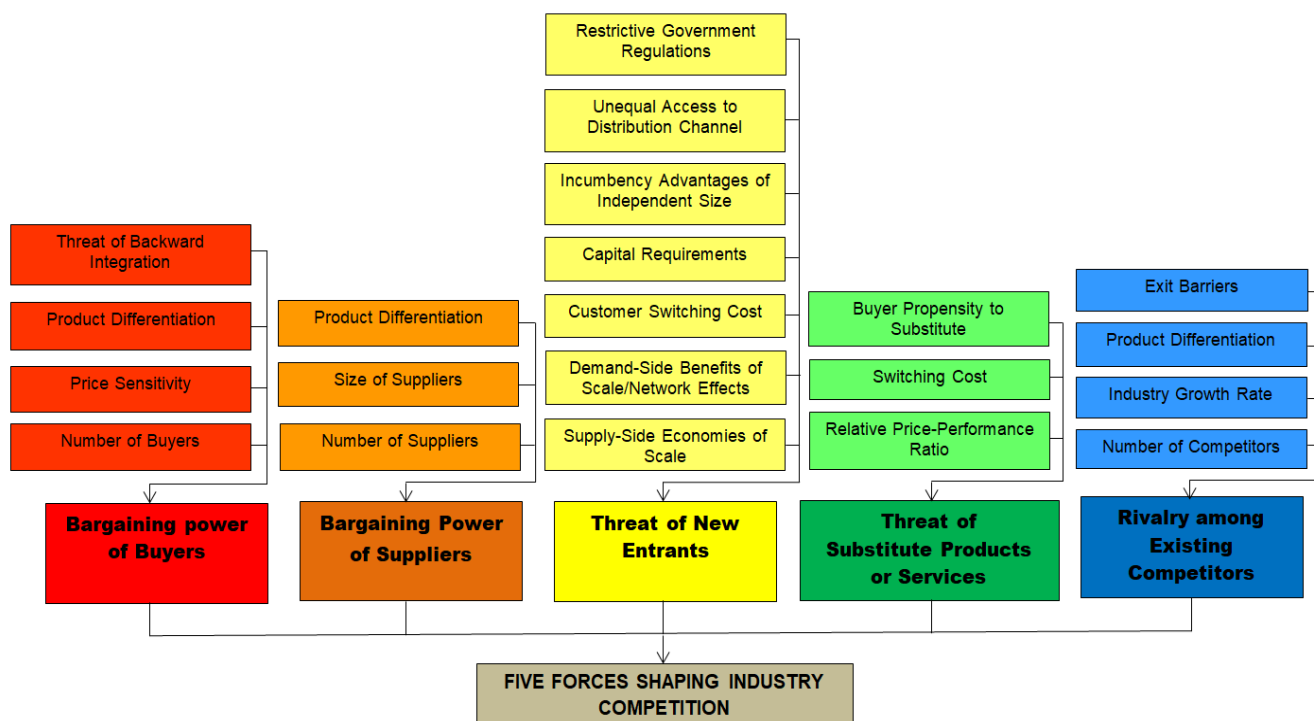


Figure 1 Five Forces Shaping Industry Competition

The illustration represents the Five Forces that shape the industry competition derived from the original diamond model of Porter in 2008. The five forces mentioned are the following: (1) threat of entrants, (2) bargaining power of suppliers, (3) bargaining power of buyers, (4) threat of substitute products or services and lastly, (5) rivalry among competitors are the main factors along with their corresponding variables that needs to be considered. For the threat of entrants, located at the center, the correlated variables are supply-side economies of scale, demand-side benefits of scale, customer switching cost, capital requirements, incumbency advantages of independent size, unequal access to distribution channel and restrictive government regulations. On the left-side,

the bargaining power of buyers constitutes the buyer concentration, price sensitivity, product differentiation, and threat of backward integration. As you can see on the left side part after the bargaining power of buyer's dimension, there is the bargaining power of suppliers having the components, number of suppliers, size of suppliers and product differentiation. Next is the threat of substitute products or services; its variables include relative-price performance ratio, switching costs and buyer propensity to substitute. Located in the last part of the model is the rivalry among competitors consisting of the number of competitors, industry growth rate, product differentiation and exit barriers. Overall, the five forces mentioned in the model, explains the structure that enables us to determine the aspects that we need to consider in assessing the competition of businesses.

1.3 Review of related literature

1.3.1 Threat of new entrants

Threat of new entrants comprises several significant subdimensions that influence competition in businesses. First component consists of the (1) supply-side economies of scale, wherein Porter (2008) emphasized that this factor prevents entry of competitors through imposing entrants to enter the industry in a wider range, overcoming established businesses or to undertake a cost limitation. On the other hand, economies of scale in the field of asset management, along with other powerful rivals in the industry ought to have gained guarantors by better market entry and lesser costs (Adiraju, 2022). Second, (2) demand-side benefits of scale/network effects, resulted from industries wherein the customer's desire to pay for a firm's product boost knowing that there are numerous customers who support the business (Porter, 2008). Conversely, having more network effects increase profits but contrariwise, worsen rivalry and lessens decentralization (Lu et. al., 2025). Third, (3) customer switching costs are expenses that the customers experience when they alter substitute, so the bigger the switching costs acquired, the tougher it is for new businesses to have customers (Porter, 2008). Moreover, there is a threat of new entrants because of the absence of performing rights or unpatented inventions which lead to effortless switching cost of the customers and intermediaries (Chand, 2023). Fourth, (4) capital requirement, another key factor, emphasized by Ndzabukelwako et al., 2024, that the extent of this threat is controlled through the power of barriers to entry and the reactions of the established rivals. Excessive obstacles such as capital requirements and patents diminish the threat in the competition (Ndzabukelwako et. al, 2024). Besides, because new entrants are required to have bigger capital for starting to compete, it discouraged them to partake in the industry (Porter, 2008). Fifth entails the (5) incumbency advantages independent of size, according to Porter (2008), that regardless the size of the business, established firms perhaps exhibit price rate benefit and superiority inaccessible to others. Moreover, if there is a strong reaction in these incumbent firms, like too much pricing, it can discourage new entrants (Ndzabukelwako et. al, 2024). Sixth, is the (6) unequal access to distribution channels, occasionally the access to distribution is extreme that the new entrants must overcome the distribution outlets overall or make their own (Porter, 2008). Businesses that are already recognized takes regulation on main distribution channels resulting to newcomers to strive in the industry (Chand, 2023). And last of all, (7) restrictive government regulations, as stated by Pranoto and Indradewa (2024), that strict government regulations has made entry pricy and challenging, discouraging newcomers. Moreover, businesses having required government licensing encounter lesser entrants' thus slower rivalry (Jaiswal, 2021). Likewise, Porter (2008) highlighted that the government sets a boundary or close out incoming industries just because of the permits and licensing constraints.

1.3.2 Bargaining power of suppliers

Bargaining power of suppliers embraces the power that suppliers partake throughout businesses within the same industry. First aspect to consider is the (1) number of suppliers, which according to Maurina and Rusdianto (2024), a strategy of diversity among the quantity suppliers can be applied to conquer supplier power and lessen the buyer power knowing that customers will not be able to have other options. A lesser number of suppliers indicate higher supplier power, whereas greater number of suppliers diminishes its power (Paramadita and Hidayat, 2022). Subsequently, the (2) size of suppliers, Song et al., (2025) highlights that based on the scale of comparison, it may increase or decrease competition and the suppliers' bargaining power will eventually be affected by dealing with the top size supplier. Also, large-scale suppliers attain cost advantages granting business owners control input cost and terms of conveyance (Li, 2023). Following factor includes (3) product differentiation which plays a crucial role in market structure, and to which the level of control of market by businesses impacted through how successfully they stand out their products (Ding, 2023). Otherwise, through product differentiation, suppliers have further bargaining power since buyers can't simply obtain similar substitute (Lan, 2023).

1.3.3 Bargaining power of buyers

Bargaining power of buyers scrutinizes the power of customer's have in the business. In this particular aspect, we consider the following variables. In correlation with Avikshit et al., (2025) results of investigation, (1) buyer concentration, can influence its power to bargain by threatening to lessen or switch to other rivals, firming up their bargaining position. Also, as stated by Juhari et al (2023), buyers or customers having persuasive negotiating skills like those in business sector can eventually set boundary benefit-wise through urging price cut, good payment conditions, extra highlights and amenities that builds-up more functional cost matched with other individual customers. Next is the (2) Price Sensitivity, corresponding to Avikshit et al., (2025) that the reasons for increasing the price sensitivity among customers comprises having less pay, greater buys or when customers personal gain

differs to cost inputs. Furthermore, the price sensitivity of buyers will restrict the possible benefits of businesses through their power to regulate and increase cost without dropping income because of buyers substituting to others (Juhari et. al, 2023). Consequently, (3) product differentiation, when businesses have exceptional value, customer retention, exceptional standard and outstanding service, the buyer power weakened (Avikshit et. al, 2025). In accordance with a study, it also indicates that the snowballing business competition tactics approach by product differentiation can be made by aiming modernizations through concentrating on the value, performance, stability, consistency and scheme (Salim et. al, 2025). Last of all, (4) threat of backward integration, factor wherein customers advance into creating the commodity itself. In the presence of a greater buyer that can take over the production, then they can simply outcast suppliers, putting a risk on them to decrease price or get better negotiations (Avikshit et. al, 2025). Additionally backward integration can develop a business competence in regulating the quality and materialize ideas (Fapohunda and Olayide, 2023). In the context of Siquijor, Mansueto (2025b), in the study "Unravelling the Retirement Spending Habits in Siquijor, Philippines: Promoting Support Policies for Retirees," provides a locally focused perspective on retirement spending. This topic is relevant to the bargaining power of buyers because differences in consumers' spending priorities and purchasing decisions can inform how resorts assess demand, service offerings, and pricing strategies. The study offers a useful context for considering retirees as a potential market segment, although its findings should not be assumed to represent resort customers specifically.

1.3.4 Threat of substitute products or services

Threat of substitute products or services highly limits the possibility of gaining profits as it stresses businesses to modernize or update their current services. The succeeding factors conclude the range of this threat. To begin with, researchers Avikshit et al., (2025) defined (1) relative price-performance ratio, as the utmost factor of substitution threat in businesses wherein a substitute is believed to be a reliable threat when the competitor advances at a lesser price or gives off an excellent performance ranging at a comparable price amongst other rivals. Besides, scholars Uwihirwe and Nayituriki (2024) cited that buyers tend to associate substitutes in terms of cost and performance, so when these substitutes suggests same performance at lesser cost, this threat gradually boost up. Secondly, (2) switching cost, as explained by the scholars Avikshit et al., (2025), on the contrary, high switching cost serves as an obstacle and decreases possible threat from other substitutes. According to Yang & Wu (2022), switching cost offer customers encouragement to keep on buying from similar partnerships although other businesses pose same practical but mismatched produces. Thirdly, as cited by Chen (2024), (3) buyer propensity to substitute is lessened when there is better switching costs when it comes to modification, customer loyalty and legal agreements. Consumers decline to accept the option even when the alternative is readily available due to factors such as customs, risk, brand affinity and convenience of technology. Researchers Avikshit et al., (2025) suggest that, in order to prevent the threat of this factor, businesses should put effort in developing new strategies in modernization, customer service, leveraging their services and adapting to new trends to hinder unruly substitutes.

1.3.5 Rivalry among existing competitors

Tourism development also requires attention to destination capacity. Mansueto (2025a), in "Exploring the Perceived Carrying Capacity of Cambugahay Falls: A Tourist Perspective," examines carrying capacity from the viewpoint of tourists at a prominent Siquijor attraction. The study is relevant to rivalry among existing competitors because the quality of visitor experiences and the management of tourism pressure can shape the destination environment in which resorts compete. Its focus complements the present study's industry-level analysis by highlighting a destination-management consideration beyond competition among individual businesses. Rivalry among competitors summarizes the degree of competition among present firms in the industry. Here are the various subdimensions of rivalry among businesses. According to Avikshit et al., (2025) the absolute (1) *number of competitors* in a competition within the firms openly relates to competition intensity. Also, when businesses are of the same size and market share, aggressive actions are said to have possible aggravate responses, intensifying competition. Greater number of competitors in the business build-ups price competition and lessen profit as Chand (2023) mentioned. Next aspect is the (2) industry growth rate, which considerably has a great effect on competition environment stated by Avikshit et al, (2025). Excessive industry growth encounters less rivalry through growing market prospects; likewise, gradual growth escalates competition for consumers as scholars Paramadita and Hidayat (2022) emphasized. In addition, Rabi and Paul (2022) highlighted that whenever industry growth slows down, businesses take part in assertive strategy to secure market share. Another key factor, (3) product differentiation, as indicated by Rathore et al., (2023), boosts customer quality of experience, keeps up competition lead and scholars Warja et al., (2025) specified it as a long-standing label tactics to preserve significance and pricing influence. Hence, having greater dissimilarity in terms of standard highlights labelling and great assistance; businesses can charge better rates and shape reliable buyers pointed out by Avikshit et al., (2025). Lastly, (4) exit barriers has an impact on the continuation of intense competition among falling-off of businesses and turn them into a non-profitable state (Kostetska, 2022). On the other hand, exit barriers perhaps considered to be in a state of emotion which affects business owners, wherein businesses endure regardless of failure due to reputation and inheritance affirmed by Kurniawan (2022). So, every time exit barriers are at peak, businesses tend to persist and continue running despite the loss, thus strengthening competition Avikshit et al., (2025).

2. Methodology

This study applies a quantitative research design to evaluate the competition of resort industry in the province of Siquijor. The methodology includes pilot testing, descriptive analysis, and inferential statistical methods to evaluate the perspectives of all registered resort in the Province of Siquijor. The researcher did not apply any sampling technique since the entire population of resort owners in the province where involve, specifically the DOT-Accredited Resorts in the island. Among the entire population involved in gathering the data, there were seven (7) resort owners who respectfully opted not to be included in the research study as per protocol guidelines of the establishment.

2.1 Pilot testing

In order to guarantee the reliability of the research instrument, a pilot test was performed using Cronbach's alpha to measure reliability. There are ten business owners from different industries in Siquijor participated in the pilot phase. These respondents were selected for their expertise in the business world and were not involved in the industry studied by the researcher. The resulting Cronbach's alpha is 0.8152 indicating a good reliability, making the instruments appropriateness for data acquisition.

2.2 Descriptive analysis

Descriptive-weighted average approach was used to evaluate the viewpoints of the resort owners considering the competition in their respective industry. This method facilitated in defining the coverage to the scope as to the level of competition among the business owners in the field of resort industry in the Siquijor Province.

2.3 Inferential analysis

The researcher used the inferential analysis wherein the path analysis was applied to verify the relationships among the significant dimension of the Porter's five forces. The coefficient of determination (R^2) was used to measure the strength of influence each predictor variable had on threat of entrants, bargaining power of suppliers, bargaining power of buyers, threat of substitute products or services and rivalry among existing competitors.

2.4 Data collection

Data collection was implemented through face-to-face interview of resort business owners and handing out online forms through their respective business emails. On the other hand, some business owners answered through online forms and some chose to have printed questionnaires handed out personally. The responses were recorded and associated for careful evaluation and assessment. In order to protect the respondent's identity and business information, there was no further personal information gathered but instead used codes to represent each privacy. After a thorough consolidation of gathering data, it was then arranged and organized for statistical testing and analysis confirming its accurateness and reliability.

3. Results and discussion

3.1 Threat of new entrants

Considering the fundamental aspects of the threat of new entrants entails a better understanding and profounder analysis of Porter's strategic approach. Table 1 indicates resort owners assessment, showing that a demand-side benefit of scale or network effects holds the record for having the greatest indication of threat to new entrants than having unequal access to distribution channels and supply-side economies of scale acquiring the lowest among the key factors.

Table 1 Threat of New Entrants

Threat of New Entrants	Mean	Verbal Description
Supply-side Economies of Scale	3.74	Agree
Demand-side Benefits of Scale/Network Effects	4.14	Agree
Customer Switching Costs	4.02	Agree
Capital Requirement	4.06	Agree
Incumbency Advantages Independent of Size	4.05	Agree
Unequal Access to Distribution Channels	3.74	Agree
Restrictive Government Regulations	3.83	Agree
Composite Mean	3.94	Agree

Legend: 1.00-1.80 Strongly Disagree; 1.81-2.60 Disagree; 2.61-3.40 Neutral; 3.41-4.20 Agree; 4.21-5.00 Strongly Agree

The observations are depicted in the research studies that prove the calculated result from gathering data. In the study of Bianco, Moyle & Zhang (2025), the research highlights that there is a strong indication that with strong network benefits in hospitality it highly deter new entrants. However, researcher Dogru et al., (2020), implies that standing businesses benefit from its size advantages in competing for efficiency and cost. Chang & Sokol (2022) emphasized that the significant investment on land and infrastructure still is a strong barrier and a large capital requirement in the industry keeps other business from entering compared to firms that already recognized and established. Consequently, studies of Bianco, Singal & Zach (2024) demonstrates that businesses that are established are considered more advantageous which makes a boundary for customer opportunities of other

firms. As cited by researchers Chang & Sokol (2022), in service industries, customers tend to switch to firms that offer better recommendations, thus deterring entrants to service industries.

Table 2 Effects and Relative Strength of Each Variable in the Threat of New Entry

Predictor Variable	Coefficient of Determination	P-Value	Significance
Supply-side Economies of Scale	0.4613	0.000	Strong
Demand-side Benefits of Scale/Network Effects	0.3876	0.000	Strong
Customer Switching Costs	0.4299	0.000	Strong
Capital Requirement	0.5662	0.000	Strong
Incumbency Advantages Independent of Size	0.3075	0.000	Strong
Unequal Access to Distribution Channels	0.6355	0.000	Strong
Restrictive Government Regulations	0.6355	0.000	Strong

Table 2 shows the relative influence of different variables on Threat of New Entrants. Each variable was analyzed for its individual contribution using the coefficient of determination (R^2), with values ranging from 0 to 1. Unequal Access to Distribution Channel and Restrictive Government Regulations appeared as the strongest predictor, with an R^2 value of approximately 0.6355. Followed by, Capital Requirement yielded a lower R^2 of about 0.5662, indicating a less substantial, though still statistically meaningful contribution. In contrast, Incumbency Advantages Independent of Size got the lowest R^2 of about 0.3075. Remarkably, the factors displayed a high statistical significance, with p -values less than 0.001. Ultimately, the results indicate that while all factors are significant, Unequal Access to Distribution Channel and Restrictive Government Regulations have the most applicable impact on the threat of new entrants.

There is a cumulative amount of research that backs up these conclusions. Corresponding with Bianco (2025), the solid factor having incumbency advantages implies that strategic barriers and brand loyalty considerably models and shapes entry conditions. Consistent findings by Josimović et al. (2025) demonstrates that economic factors such as reliability and good service quality, characteristics which are coherently connected to the demand-side benefits of scale are the key factors for having a justifiable operation underlining why these barriers remain substantial. Similarly, capital limitations resonate in the work of Gashi et al. (2025), who recognize direct costs are considered as critical barriers in hotel operations. Collectively, this recent researches surely supports the notion that a blend of the vital key aspects as well as strategic barriers underpins the threat of new entrants in service industries, specifically in the resort industry

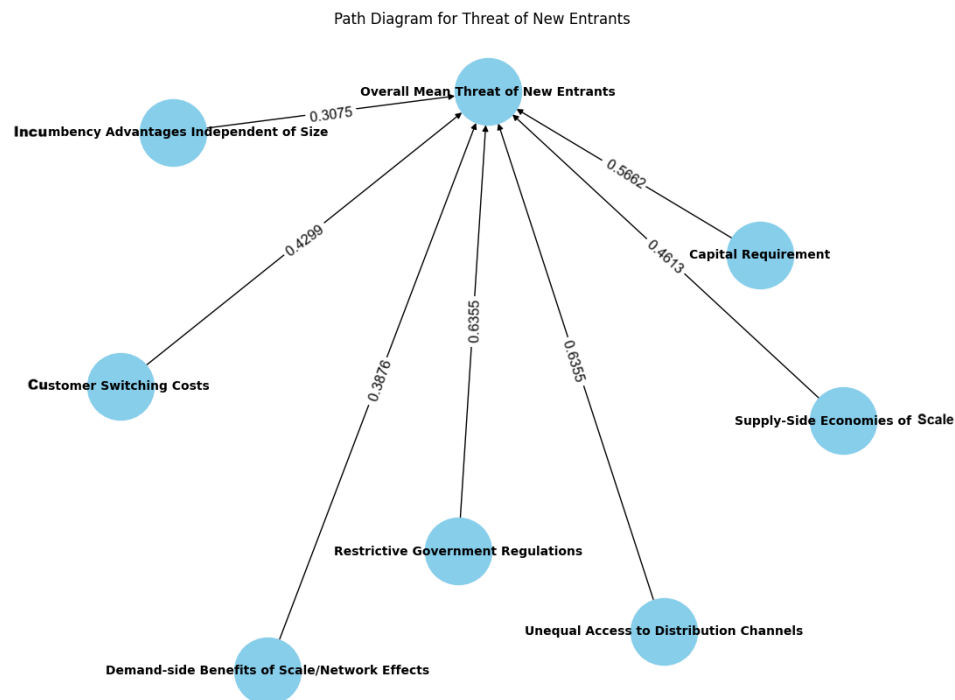


Figure 2 Path Analysis for Threat of New Entrants

The path diagram clearly illustrates the outcome of the three key factors in the threat of substitute products and services that is calculated through the coefficient of determination (R^2). Threat of New Entrants is precisely influenced by Supply-side Economies of Scale (0.4613), Demand-side Benefits of Scale/Network Effects (0.3876), Customer Switching Costs (0.4299), Capital Requirement (0.5662), Incumbency Advantages Independent of Size (0.3075), Unequal Access to Distribution Channels (0.6355) and Restrictive Government Regulations (0.6355). It is concluded that the coefficients are positive and statistically significant ($p < 0.001$), which signifies that each predictor contributes significantly to the factors involving the threat of new entrants. Results show Unequal Access to Distribution Channel and Restrictive Government Regulations are leading towards the other factors; however, the Incumbency Advantages Independent of Size exhibits the least. Consequently, the outcome confirms that Unequal Access to Distribution Channel and Restrictive Government Regulations are making it difficult for smaller competitors in the industry to attain the same level of competition. However, it does not disregard the other factors which are coherently significant. As a result, larger firms mostly achieve a stronger position in the market, eliminating new competition.

3.2 Bargaining power of suppliers

Bargaining Power of Suppliers plays an essential aspect in shaping the industry competition in resort industry considering the location of Siquijor Province. In order to progress and effectively navigate the business landscape, it is important to understand the factors underlying in this key factor. As what is presented in Table 3, it implies that businesses corresponds to a deal of having product differentiation at the same time, approving of how the size of suppliers and number of suppliers are still being considered to have additional options that still cater the needs in their operations.

Table 3 Bargaining Power of Suppliers

Bargaining Power of Suppliers	Mean	Verbal Description
Product Differentiation	3.88	Agree
Size of Suppliers	3.71	Agree
Number of Suppliers	3.5	Agree
Composite Mean	3.70	Agree

Legend: 1:00-1:80 Strongly Disagree; 1.81-2:60 Disagree; 2:61-3:40 Neutral; 3:41-4:20 Agree; 4:21-5:00 Strongly Agree

The table displays that among the factors, product differentiation got the highest rank; however, the number of suppliers obtained the opposite. Comparatively, the high mean exhibited by factor product differentiation implies that suppliers with specialized inputs will be able to exert more bargaining influence. Findings reported in sustainability and competitive strategy researches by Kohnová & Salajová (2023), that the more differentiated the products are, they likely acquire greater negotiation influence over the buyers, knowing that buyers attain insufficient substitutes, plus switching costs increase. Furthermore, the agreement on the supplier size counterparts that a bigger supplier intensifies the negotiation position denoted by the study of Sharma et al., (2026). In addition, Sun & Lu (2026), conveys that when it comes to supplier competition, larger suppliers tend to have the leading position to dictate and raise their bargaining power which limits the buyer flexibility. Likewise, the moderate score shown in the number of suppliers somewhat reveals regulated supplier base.

Table 4 Effects and Relative Strength of Each Variable in Bargaining Power of Suppliers

Predictor Variable	Coefficient of Determination	P-Value	Significance
Product Differentiation	0.670	0.000	Significant
Size of Suppliers	0.731	0.000	Significant
Number of Suppliers	0.641	0.000	Significant

In the table, it demonstrated that product differentiation, size of suppliers and the number of suppliers were all significant predictors of supplier bargaining power, each with R^2 values above .20 ($p < .001$). In examining the statistical analysis, it confirms that the key factor, Size of Suppliers, appeared to be the most influential factor among others. With a coefficient determination (R^2) of 0.731, it clearly shows that among the three factors, businesses consider this as a top priority in determining the negotiation strength. On the other hand, the number of suppliers acquires the lowest rank implying that businesses consider this as the least opportunity prioritizing the other two strong predictors. In this ways, these variables clarify the profound percentage of variance in bargaining the outcomes of the suppliers.

To back-up these conclusions, there certain researches which support these findings. This aligns with a recent study of scholars emphasizing that the supplier scale serves as control or regulator when it comes to conditions of the supply, contract terms, and pricing strategies as a result of resource advantage and influence in the market (Kano, Tsang, & Yeung, 2020; Paulraj, Chen, & Blome, 2017). Thereby stating that, these large suppliers do not depend on individual customers making them stronger in bargaining position. Furthermore, results show that product differentiation is not just associated to the power of suppliers, but intensely justifies bargaining strength outcomes. Subsequently, there is a study highlighting that having differentiated products lessens customers to substitute, eventually increasing buyer dependence and making suppliers decide according to their terms

(Bustinza, Vendrell-Herrero, & Gomes, 2020; Wang, Jie, & Abareshi, 2018). Furthermore, recent literature also indicates that, having a number of suppliers intensifies customer reliance, strengthening their bargaining position (Choi & Krause, 2006; Dubey et al., 2020).

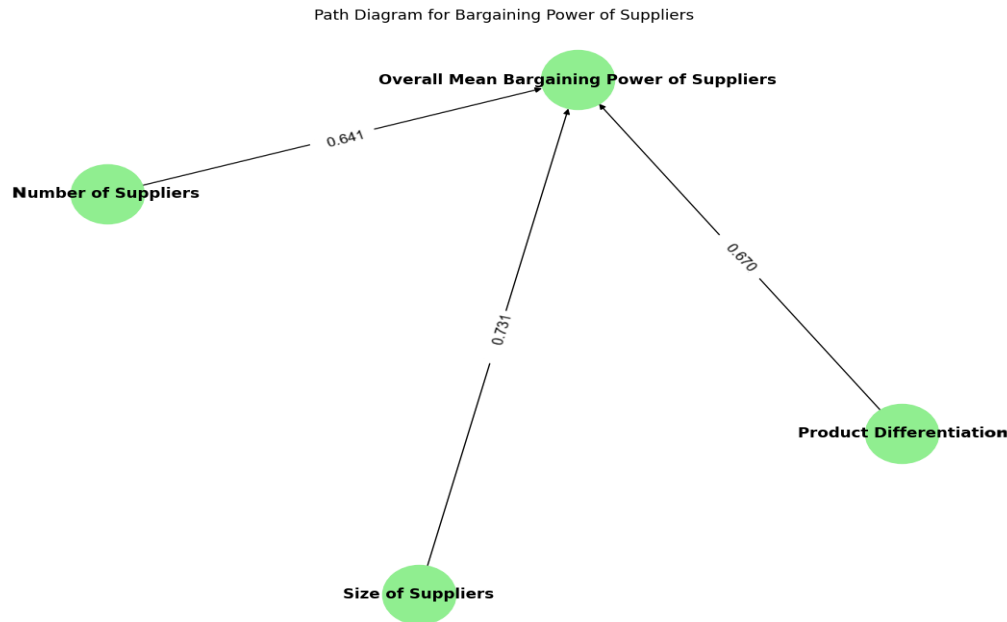


Figure 3 Path Analysis for Bargaining Power of Suppliers

The path diagram shows the effect of the four fundamental variables on bargaining power of suppliers that is calculated through the coefficient of determination (R^2). Bargaining Power of Suppliers is directly influenced by Product Differentiation (0.670), Size of Suppliers (0.731) and Number of Suppliers (0.641). It is determined that the coefficients are positive and statistically significant ($p < 0.001$), which signifies that each predictor contributes significantly to the factors involving the bargaining power of suppliers. Size of Suppliers emerged as the highest factor, whereas number of suppliers appeared the lowest. The underlying results infer substantial data implying that the size of suppliers plays a vital role and is considered an influential factor in bargaining power of suppliers. Contrariwise, number of suppliers is still a crucial factor, however, but not might be as crucial as size of supplier and has less direct relationship with the reliant variable.

3.3 Bargaining power of buyers

Bargaining Power of Buyers creates and shapes the competition among businesses, playing a critical role in building up the fundamental strategic approach of firms in the industry. In correlation, considering the factors must be thoroughly identified to better comprehend and master the business dynamics. As presented in Table 5, it depicts that product differentiation obtained the highest mean, followed by threat of backward integration and number of buyers. In contrast, gaining the least order is acquired by price sensitivity.

Table 5 Bargaining Power of Buyers

Bargaining Power of Buyers	Mean	Verbal Description
Threat of Backward Integration	3.73	Agree
Product Differentiation	3.82	Agree
Price Sensitivity	3.67	Agree
Number of Buyers	3.69	Agree
Composite Mean	3.73	Agree

Legend: 1:00-1:80 Strongly Disagree; 1.81-2:60 Disagree; 2:61-3:40 Neutral; 3:41-4:20 Agree; 4:21-5:00 Strongly Agree

Research findings of Zheng & Yang, (2024) shows that there is a negative impact to supplier profit margins when there is greater customer bargaining power, specifically when product markets merge, hence greater buyer influences market behavior. Buyer preferences and price sensitivity share a vital impact to competitive pressure in the business dynamics (Pangarkar & Prabhudesai,

2024). Furthermore, data-driven evidence by researchers Hakizimana et al., 2024, highlights the major role of product differentiation in response to premium quality of differentiated products in bargaining power of customers.

Table 6 Effects and Relative Strength of Each Variable in Bargaining Power of Buyers

Predictor Variable	Coefficient of Determination	P-Value	Significance
Threat of Backward Integration	0.206	0.0026	Significant
Product Differentiation	0.655	0.0000	Significant
Price Sensitivity	0.631	0.0000	Significant
Number of Buyers	0.586	0.0000	Significant

Table 6 shows the statistical analysis revealing Product Differentiation as the strongest factor gaining a $R^2=0.655$. This clearly indicates that this factor has a strong effect in bargaining power of buyers. It is followed by the Price Sensitivity having $R^2=0.631$, just close to the other factor. However, Number of Buyers has $R^2=0.1572$ and Threat of Backward Integration $R^2=0.206$, demonstrated lesser significance effects and relative strength.

Evidently, empirical findings are consistently shown in the recent hospitality industry findings. Sánchez-Pérez et al. (2020) demonstrates that a strong differentiation typically reduces the customers leverage knowing these customers cannot directly substitute on pricing. This aligns with the findings of Alvarez et al. (2025), indicating that, whenever a resort's quality is indistinct, it heightens bargaining power of buyers. It is further explained in the study of Basu (2021), emphasizing that product differentiation by customizing customer's preferences makes the switching cost lesser and eventually weakens bargaining position. However, in the study of Hasianna & Bangun (2024), it highlights that price sensitivity generates a competitive tension in the industry pushing firms to adjust to the pricing through strategic evaluation. This is strengthened by Wang and Chou (2024), emphasizing how customers price sensitivity changes particularly during the pandemic times, clearly affecting the hotel industry pricing strategies. Similarly, having a customer's price sensitivity leads these hotel industries adjustments to pricing strategy demonstrating a stronger buyer bargaining power, specified in OTA customers (Chung et al., 2022).

Path Diagram for Bargaining Power of Buyers

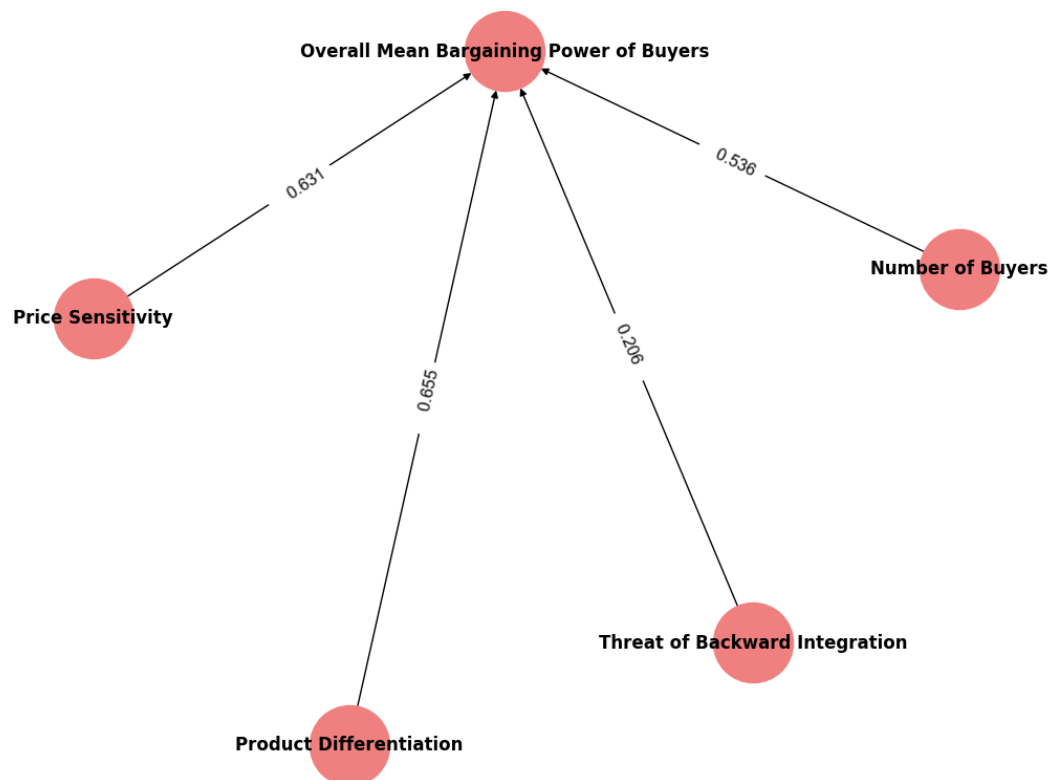


Figure 4 Path Analysis for Bargaining Power of Buyers

In the figure shown, it displays the four key aspects in the bargaining power of buyers that is calculated through the coefficient of determination (R^2). Bargaining Power of Buyers is clearly influenced by Threat of Backward Integration (0.1572), Product Differentiation (0.1545), Price Sensitivity (0.1744) and Number of Buyers (0.1658). It is concluded that the coefficients are positive and statistically significant ($p < 0.001$), which signifies that each predictor contributes significantly to the factors involving the threat of substitute products and services. Price sensitivity obtained the utmost record that closely impacted the bargaining power of buyers; conversely, product differentiation acquired the opposite. Conclusively, this strategically implies that price sensitivity should be a priority and businesses must re-evaluate their price strategy to align them to their price conscious customers. In contrast, the role of product differentiation is lesser possibly because in the industry, consumers do not see any differences in the products or services offered creating a priority of the price over the product features.

3.4 Threat of substitute products or services

Threat of Substitute Products and Services, evidently is a key factor in competently handling business challenges. By comprehensively identifying threats and navigating business strategies with precision, it would eventually help businesses to play the business game strategically. As indicated in Table 7, switching cost is determined to have built a momentum as a threat aspect comparing to factors price performance ratio and buyer propensity to substitute.

Table 7 Threat of Substitute Products or Services

Threat of Substitute Products or Services	Mean	Verbal Description
Buyer propensity to substitute	3.57	Agree
Switching Cost	3.69	Agree
Relative Price Performance Ratio	3.66	Agree
Composite Mean	3.64	Agree

Legend: 1:00-1:80 Strongly Disagree; 1.81-2:60 Disagree; 2:61-3:40 Neutral; 3:41-4:20 Agree; 4:21-5:00 Strongly Agree

The empirical evidence suggests a convergence with our findings and validates supporting research studies. The high mean for switching costs is consistent with findings from Shi et al., 2021, highlighting that Customer Switching Cost signifies a prevailing key factor in market entry and threat of substitutes. It is evident in the recent study of scholars Kim et al., 2020, that in several industry valuations, Switching Costs often had the highest mean despite having substitutes since it serves as the essential obstacle that blocks the customer from having options. Contrariwise, Buyer Propensity to Substitute implies an opposite result to switching costs indicating that despite the options available, customers tend to stick to their usual consumption behaviours (Pan & Ha, 2020).

Table 8 Effects and Relative Strength of Each Variable in Threat of Substitute Products or Services

Predictor Variable	Coefficient of Determination	P-Value	Significance
Buyer propensity to substitute	0.618	0.000	Significant
Switching Cost	0.736	0.000	Significant
Relative Price Performance Ratio	0.440	0.000	Significant

Contemporary research substantiate these data which constantly proves that switching cost plays the role of a leading factor shaping customer loyalty and competitive advantage which clearly establishes difficulties for buyers to substitute (Ganaie & Bhat, 2021; 2024). This is supported with the study of scholars Umezawa & Yamakawa, (2025), highlighting the crucial role of switching cost on top of behavioural attributes whenever this factor is high making customers unwilling to make options. In contrast, Relative Price Performance Ratio is said to have played an ancillary role which can only influence options when the switching cost are lesser or similar (Shaik et al., 2020). Summing up this overall order of influence resulted to switching costs gaining the strongest control, followed by Buyer Propensity to Substitute and lastly the Relative Price Performance Ratio acting as a provisional consideration rather than a main driver.

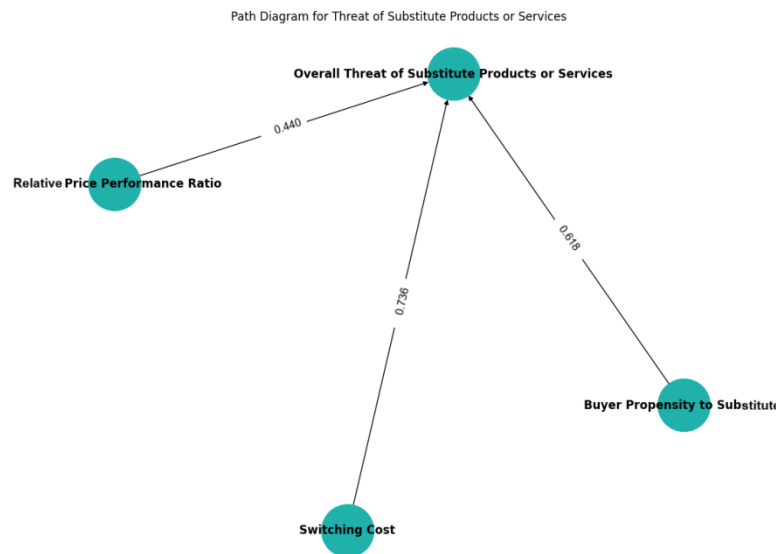


Figure 5 Path Analysis for Threat of Substitute Products or Services

The path diagram clearly illustrates the outcome of the three key factors in the threat of substitute products and services that is calculated through the coefficient of determination (R^2). Threat of Substitute Products and Services is precisely influenced by Buyer Propensity to Substitute (0.1867), Switching Cost (0.2034) and Relative Price Performance Ratio (0.1773). It is concluded that the coefficients are positive and statistically significant ($p < 0.001$), which signifies that each predictor contributes significantly to the factors involving the threat of substitute products and services. Results show that switching cost is leading towards the other factors; however, the relative price performance ratio exhibits the least.

Consequently, the outcome confirms that switching cost being the strongest influence makes established businesses benefit from new rivals because of high costs in connection with switching.

3.5 Rivalry among existing competitors

Rivalry among Existing Competitors serves as an integral role in steering the industry competitiveness. In the course of determining the market competition, it is reasonable that businesses must verify the setbacks influencing industry rivalry and come up with logical control in the market competition. Examining Table 9, it shows that product differentiation accumulated the utmost mean, contrasting the industry growth. To further analyze the results, a statistical analysis was conducted revealing the strongest predictor among the factors being compared.

Table 9 Rivalry among Existing Competitors

Rivalry among Existing Competitors	Mean	Verbal Description
Exit Barriers	3.90	Agree
Product Differentiation	3.98	Agree
Industry Growth Rate	3.66	Agree
Number of Competitors	3.69	Agree
Composite Mean	3.81	Agree

Legend: 1:00-1:80 Strongly Disagree; 1.81-2:60 Disagree; 2:61-3:40 Neutral; 3.41-4:20 Agree; 4:21-5:00 Strongly Agree

The data consistently points that in examining rivalry among existing competitors; it highlights product differentiation as the most influential, which is revealed in the findings of researchers. Recent data studies indicate that a business that operates through differentiation likely has low intensity rivalry, wherein competitive heat is modulated through focusing in value creation (Baird et al., 2024). The validity of this point is further explained in the recent study conducted by Islami et al, 2020 indicating that having differentiation tactics surely boosts business operations, strengthening their positions in the industry in leveraging competitive lead. Moreover, scholars Kohnová et al., 2023 supports the findings that industries practices differentiation to reinforce such threats in business operations. Another recent study supporting the results of product differentiation emphasized that businesses still manage by applying product differentiation tactics; gaining more strong operation execution shaping competition and distinction among firms (Paksoy et.al; Navaia et.al; 2023). Contrariwise, the industry growth is regarded as less significant, making the impact of this factor perceived as indirect and uncontrollable (Shi et al., 2021).

Table 10 Effects and Relative Strength of Each Variable in Rivalry among Existing Competitors

Predictor Variable	Coefficient of Determination	P-Value	Significance
Exit Barriers	0.498	0.000	Significant
Product Differentiation	0.702	0.000	Significant
Industry Growth Rate	0.706	0.000	Significant
Number of Competitors	0.677	0.000	Significant

The results are backed-up with latest theoretical studies in the field of hospitality and tourism sector constantly highlighting rivalry among competitors as a key factor principally driven by the number of competitors in the industry. Product Differentiation is recognized as a strategic factor rather than a principal key seeing that in hospitality and tourism sector which depends on operational quality, hospitality atmosphere and market positioning strategy in order take over and label themselves apart from other firms (Maingi & Kamau, 2025). Furthermore, a recent study suggests that industry growth is still a key factor secondary to other aspects, as study implies that intensifying tourism demand can lessen competitive tension, but still rivalry exist as a result of several competing businesses in the industry (Schweinsberg et.al, 2022). Generally, the recent studies confirms a categorized analysis in the rivalry contributing factor in the resort industry wherein the number of competitors emerged as strongest influence, followed by industry growth rate, product differentiation and exit barriers as the weakest determinant.

Path Diagram for Rivalry among Existing Competitors

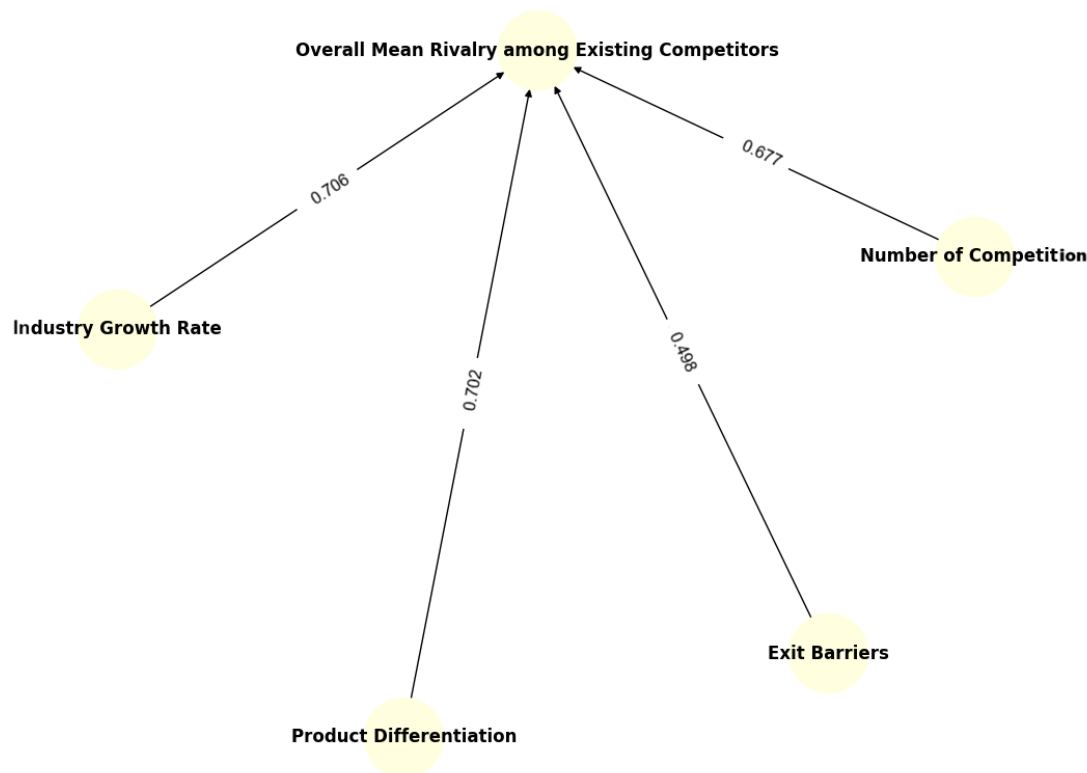


Figure 6 Path Analysis for Rivalry among Existing Competitors

The path diagram shows the effect of the four fundamental variables on the rivalry among existing competitors that is calculated through the coefficient of determination (R^2). Rivalry among existing competitors is directly influenced by Exit Barriers (0.498), Product Differentiation (0.702), Industry Growth Rate (0.706) and Number of Competitors (0.677). It is determined that the coefficients are positive and statistically significant ($p < 0.001$), which signifies that each predictor contributes significantly to the factors involving the rivalry among existing competitors. Number of Competitors emerged as the highest factor, whereas exit barriers appeared the lowest. These findings emphasizes that there is a clear intensity of competition in the market in Siquijor province. Subsequently, this suggests that businesses within the industry must think and innovate to maintain market share through strategic approach and develop a different business tactic that customers will definitely look forward into. On the other

hand, there is a low exit barrier indicating an easy exit to businesses that has undergone lesser profitability and competition among rivals in the industry. Convincingly, there is an implication of a continuous dynamic market competition that heavily reshapes the competitive landscape in the resort industry of Siquijor province.

4. Conclusion

The result of the study reinforces the critical role of key factors in shaping and influencing the competitive landscape of the resort industry evaluation in the province of Siquijor; thereby refining the strategic outcomes within the industry identified.

Unequal Distribution Channel and Restrictive Government Regulations appeared to be the highest ($R^2 = 0.6355$) implying that having unequal distribution channel validates the gap of how each key player entry in the market takes place thus making the resort industry running in a state of market imbalance. On the other hand, continued government restrictions eventually lead to declination of the industry's performance. Supply side- Economies of Scale considered also a key factor, have the lowest contribution mean (mean= 3.74) together with unequal distribution channel-even though it became the strongest predictor highlighting that this strategic leverage is recently the weakest factors in the resort industry of the province that needs to be uplifted through strategic approaches. Consequently, the Size of Suppliers being the most influential factor ($R^2 = 0.731$), shows these large suppliers proposes a greater influence to businesses decision making, contrariwise, Number of Suppliers having the lowest (mean= 3.5) displays a less influential influence to firm's operations. Furthermore, Product Differentiation's predominance rating ($R^2 = 0.655$) perceived to reflect the customer's behavior in the market suggesting a more value-driven than a competitive price cost. Otherwise, Price Sensitivity having the lowest value (mean= 3.67) simplifies less price-sensitive customers. Switching Cost, the most influential factor ($R^2 = 0.736$), reveals a strong indication for customers behavior to remain because of some barriers such as limited substitutes and strong brand loyalty. On the other hand, Buyer propensity to substitute (mean=3.57) aligns with the customer's preference suggesting a relatively less motivation on exploring more options. Conversely, Industry growth rate, having the most statistical influence factor ($R^2 = 0.706$) and at the same time having the lowest rating (mean= 3.66) indicates that there is an underlying misalignment and gap in the resort industry. It simplifies a conclusion that the current resort industry growth rate in the province highlights growing business potential environment yet the key players of the industry perceives the growth as weak.

Overall, these findings highlight the current evaluation of resort industry in Siquijor province; emphasizing the different key factor that needs to be prioritized, improved and continuously monitored to conform to changes in the business industry. Through further evaluations and determination of gaps, misalignments and inconsistencies; we simplify by integrating these gaps and correspond accordingly connecting empirical evidences to incorporating and blending practical solutions in the provinces' growing resort industry.

5. Recommendations

Improve the Unequal Distribution Channel and Government Regulations in the Province and Create a Strategic Approach. To further address the unequal distribution channel in the island, it is recommended to improve and create a strategic and collaborative logistics to in the province of Siquijor intended for the resort industry - particularly an association that is specialized to acquire a fair and organized distribution gateway to break-through global intermediaries connecting business owners directly to local suppliers within the island and across the country. In addition, it is recommended to invest on Digital Distribution Channel platform associating it with the legitimate online communities to boost information integration.

Expansion of Larger Suppliers and Collaboration of Number of Suppliers. Given that the province of Siquijor exhibits a geographic location isolating from other provinces making it harder for suppliers to transport, it is essential to find a long-term solution to the growing need of supply chain of the island's economy. It is recommended to expand partnerships by adopting diversified strategy sourcing mixed suppliers to lessen dependency and increase negotiation advantage. Likewise, promote a collaboration of a number of suppliers to maintain the competitive tension and increase bargaining power achieving economy stabilization. Thus, balancing expansion of larger suppliers and collaborating to number of suppliers creates strengthened partnerships to up-scale while ensuring the quality standards.

Prioritize Product/Service Differentiation, Invest on Innovation and Continuous Improvement and Monitoring the Market. Prioritizing the Product/Service Differentiation strengthens the unique value creation of businesses. Introducing new services and features, taking customer feedbacks seriously for enhancement and developing new offerings to stay competitive and be on top of the game. With the constant changing competitive landscape, adapting to new technology provides more edge and efficiency towards businesses. Hence, continuous improvement to sustain the differentiations to keep up with the business dynamics. Moreover, actively monitor the competitive landscape in the industry; identify specific gaps to maintain a competitive advantage in the market.

Strengthen Strategies in Retaining Customer Relationships and Focusing on Continuous Enhancement of Service Quality, Amenities and Technology Advancement for Convenience. Resort owners must strengthen their strategies in maintaining their relationships with customers to build a long term loyalty.

Establish Growth Opportunities, Explore Recent Market Expansion Strategies and Collaborate Partnerships. It is evident in the findings that the industry growth rate has a growing potential, yet perceived by competitors as a slow-moving industry. An industry growth rate that has high-impact but exhibits a weak or stagnant growth rate gestures a deeper need for this type of industries to establish their individual growth opportunities; instead of depending on what's on the table. To combat the underlying misalignment, it requires a deeper exploration for market expansion strategy; thereby, balancing growth and development, promoting a more diversified and broader demand streams stimulating growth potentials. On top of this, collaborating through partnering with industries that align the business needs may help in attracting more progress, advancement and expansion.

Limitations: The scope of this research is limited to the exceptional market dynamics and operational environment of the resort industry found within the province of Siquijor. Thus, the conclusions depicted may not translate impeccably to other parts of the region with opposing local business set-ups, province regulations, consumer preferences and diverse competitive landscape. Moreover, the strategic directives and tactical interventions emphasizes on local operating businesses in the resort industry within an emerging island's insular market; making these findings not applicable to mainland economic centers wherein the competitive landscape and supply chain operations are on larger scale compared to an island's economic setting.

Future Directions: For future research, explore and examine the different strategic approach emphasized in this evaluation in the different rural and urban economies across the Philippines to assess different tactics for further operational advancements in the industry. A differential assessment comprising various provinces across the country's resort industry will validate the replicability and strategic adaptations of the business frameworks.

Funding: The researcher conducted this study without any funding from any institutions, and private organizations. Every research activities were fully funded by the researcher only.

Conflicts of Interest: The author upholds that there is no conflict of interest.

Publisher's Note: All the findings and perspectives in this study belongs exclusively to the author and does not reflect to any partner institutions, publishers, reviewers and private organizations.

References

- Adiraju, S., Blass, D., Cohen, S., Madhavan, A., & Ramji, S. (2022). On the Benefits of Scale Economies in Asset Management. , 48, 9 - 24. <https://doi.org/10.3905/jpm.2022.1.352>.
- Alvarez, E., Brida, J. G., Cárdenas-García, P. J., & Moreno-Izquierdo, L. (2025). Price dynamics and market competition in resort industry: An agent-based modelling approach. *Tourism Economics*. <https://doi.org/10.1177/13548166251355642>
- Avikshit, B., Chirag, M., Medha K. S. Puranika, Varun S., Aditya Srinivasa, & Deepashree Devraj. (2025). Porter's Five Forces Model: A Comprehensive Framework for Competitive Strategy Analysis in Contemporary Business Environment. *International Journal of Research Publication and Reviews*, 6(7), 1416–1425. <https://ijrpr.com/uploads/V6ISSUE7/IJRPR50200>.
- Baird, K., Nuhu, N. & Jiao, L. (2024). The effect of Porter's competitive forces on competitive advantage and organisational performance and the moderating role of management accounting practices. *J Manag Control* 35, 303–332.<https://doi.org/10.1007/s00187-024-00375-4>
- Basu, S. (2021). Personalized product recommendations and firm performance. *Electronic Commerce Research and Applications*, 48, 101074.<https://doi.org/10.1016/j.elerap.2021.101074>
- Bianco, S. (2025). Deter and divert: How incumbents' market structures guide hotel entry strategies. *Journal of Management in Hospitality & Tourism*. <https://doi.org/10.1177/10963480251352229>
- Bianco, S., Moyle, B., & Zhang, H. (2025). Counteracting disruption: Examining hotel strategies to deter short-term lease market entry. *Journal of Travel Research*. <https://doi.org/10.1177/00472875251343184>
- Bianco, S., Singal, M., & Zach, F. J. (2024). Leveraging knowledge via location proximity among hotels and short-term leases. *International Journal of Hospitality Management*, 119, 103719. <https://doi.org/10.1016/j.ijhm.2024.103719>
- Bustinza, O. F., Vendrell-Herrero, F., & Gomes, E. (2020). Unpacking the effect of strategic ambidexterity on performance: a cross-country comparison of MMNEs developing product-service innovation. *International Business Review*, 29(6), 101569. <https://doi.org/10.1016/j.ibusrev.2019.01.004>
- Chand, S. (2023). Relevance of Porter's Five Forces: A Case Study of RB Patel in Fiji. *Open Journal of Business and Management*. <https://doi.org/10.4236/ojbm.2023.115117>.
- Chang, H.-H., & Sokol, D. D. (2022). How incumbents respond to competition from innovative disruptors in the sharing economy — The impact of Airbnb on hotel performance. *Strategic Management Journal*, 43(3), 425–446. <https://doi.org/10.1002/smj.3201>
- Chen, L. (2024). Porter's Five Forces: Coca-Cola Amatil. *Frontiers in Sustainable Development*.<https://doi.org/10.54691/x51y8j83>.
- Choi, T.Y. and Krause, D.R. (2006), The supply base and its complexity: Implications for transaction costs, risks, responsiveness, and innovation. *Journal of Operations Management*, 24: 637-652. <https://doi.org/10.1016/j.jom.2005.07.002>
- Chung, H. C., Chung, N., & Kim, J. (2022). How do online hotel consumers perceive room rates? *Journal of Vacation Marketing*, 28(3), 350-365. <https://doi.org/10.1177/13567667211066326>
- Ding, X. (2023). Product Differentiation: Implications for Corporate Finance. *Advances in Economics, Management and Political Sciences*. <https://doi.org/10.54254/2754-1169/16/20230968>.

- Dogru, T., Mody, M., Line, N., Suess, C., & Hanks, L. (2020). Investigating the whole picture: Comparing the effects of Airbnb supply and hotel supply on hotel performance across the United States. *Tourism Management*, 79, 104094. <https://doi.org/10.1016/j.tourman.2020.104094>
- Dubey, R., Gunasekaran, A., Childe, S.J., Blome, C. and Papadopoulos, T. (2019), Big Data and Predictive Analytics and Manufacturing Performance: Integrating Institutional Theory, Resource-Based View and Big Data Culture. *Brit J Manage*, 30: 341-361. <https://doi.org/10.1111/1467-8551.12355>
- Fapohunda, G., & Olayide, A. (2023). The Effect of Integration on Business Strategies. *Communications of International Proceedings*. <https://doi.org/10.5171/2023.4250123>.
- Ganaie, T. A., & Bhat, M. A. (2024). Mediating Role of Perceived Switching Costs between Relationship Marketing Practices and Customer Loyalty: Evidence from Banks. *Journal of Relationship Marketing*, 23(3), 189–219. <https://doi.org/10.1080/15332667.2023.2260661>
- Ganaie, T., & Bhat, M. A. (2021). Switching costs and customer loyalty: A review of literature. <https://doi.org/10.53983/ijmids.v10i05.369>
- Gashi, S., Qosja, E., & Liça, D. (2025). Hotels industry: An analysis of business approaches and strategies. *Corporate & Business Strategy Review*, 6(1), 240–253. <https://doi.org/10.22495/cbsrv6i1siart2>
- Hakizimana, E., Monroy Becerril, D. M., & Muñoz-Sanchez, C. (2024). The Effect of Bargaining Power of Buyers to Enhance Sustainability Development. *Preprints*. <https://doi.org/10.20944/preprints202407.2233.v1>
- Hasianna, A., & Bangun Madju Yuni Ros (2024). Navigating Change to Integrate Employee Perceptions into the Strategic Landscape of Business Split: A Study of PT Jasa Yuwana's Potential Business Split. *International Journal of Current Science Research and Review*, 7(3), 1696-1718. <https://doi.org/10.47191/ijcsrr/v7-i3-31>
- Islami, X., Mustafa, N., & Latkovikj, M. (2020). Linking Porter's generic strategies to firm performance. *Future Business Journal*, 6(3). <https://doi.org/10.1186/s43093-020-0009-1>
- Jaiswal, L. (2021). Choice of Response Strategy Adopted by Indian Private Higher Education Institutions Collaborated with Foreign Education Institutions: Applying Porter's Five Force Model. *Education Quarterly Reviews*. <https://doi.org/10.31014/aior.1993.04.02.198>.
- Josimović, M., Čockalo, D., Osmanović, S., Cvjetković, M., & Radivojević, N. (2025). The Influence of Competitiveness Factors on Sustainable Business Performance in the Hotel Industry: From the Perspective of the Perception of Hotel Service Users. *Sustainability*, 17(5), 2277. <https://doi.org/10.3390/su17052277>
- Juhari, J., Anshori, M., & Adriani, N. (2023). Analysis of Porter's Five Forces on PT. Bank Rakyat Indonesia (Persero), Tbk. *Jurnal Ilmiah Manajemen Kesatuan*, 11(3), 1233–1240. <https://jurnal.ibik.ac.id/index.php/jimkes/article/view/2264>
- Kano, L., Tsang, E. W. K., & Yeung, H. W. C. (2020). Global value chains: A review of the multi-disciplinary literature. *Journal of International Business Studies*, 51(4), 577–622. <https://doi.org/10.1057/s41267-020-00304-2>
- Kim, K., Byon, K. K., & Choi, H. (2020). A Conceptual Analysis of Switching Costs: Implications for Fitness Centers. *Sustainability*, 12(9), 3891. <https://doi.org/10.3390/su1209389>. <https://doi.org/10.3390/su12093891>
- Kohnová, L., & Salajová, N. (2023). Re-Thinking Industry 4.0 Effect on Competitive Forces: Empirical Study on Innovation. *Sustainability*, 15(3), 2637. <https://doi.org/10.3390/su15032637>
- Kostetska, N. (2022). M. PORTER'S FIVE FORCES MODEL AS A TOOL FOR INDUSTRIAL MARKETS ANALYSIS. *INNOVATIVE ECONOMY*. <https://doi.org/10.37332/2309-1533.2022.4.18>.
- Kurniawan, A., Tarumingkeng, R. C., & Adirinekso, G. P. (2022). Identification of Competitive Strengths 5 Best Marketplace in DKI Jakarta. *Britain International of Humanities and Social Sciences (BloHS) Journal*, 4(1), 13-25. <https://doi.org/10.33258/biohs.v4i1.566>.
- Lan, Z. (2023). Analysis and strategy of take-out industry based on Porter's Five Forces model -- taking Meituan Take-out as an example. *Highlights in Business, Economics and Management*. <https://doi.org/10.54097/hbem.v17i.11176>.
- Li, S. (2023). Nike's Operational Strategy Analysis and Financial Analysis Based on the Value Chain and Porter's Five Forces Model. *Highlights in Business, Economics and Management*. <https://doi.org/10.54097/w9dajq08>
- Lu, B., Fan, L., Tang, Y., Perera, S. C., & Wang, J. J. (2025). The value of blockchain for shipping platforms: A perspective from multi-homing and network effects. *International Journal of Production Research*, 63(14), 5452-5474. <https://doi.org/10.1080/00207543.2024.2429787>
- Maingi, M. K., & Kamau, N. S. (2025). Strategic management and competitive advantage in hospitality and tourism consulting: A critical review. *International Journal of Science and Research Archive*, 16(2), 367-371. <https://doi.org/10.30574/ijrsra.2025.16.2.2067>
- Mansueto, R. (2025a). Exploring the perceived carrying capacity of Cambugahay Falls: A tourist perspective. *Journal of Tourism and Hospitality Studies*, 3(2), 1–27. Al-Kindi Center for Research and Development. Published July 23, 2025.
- Mansueto, R. (2025b). Unravelling the retirement spending habits in Siquijor, Philippines: Promoting support policies for retirees. *Journal of Business and Management Studies*, 7(2), 62–77. Al-Kindi Center for Research and Development. Published March 13, 2025.
- Maurina, A., & Rusdianto, R. (2024). Competitive Strategy for Wooden Pallet Packaging Products Using Porter's Five Forces Analysis (Case Study on CV. Karya Anugerah Sentosa). *East Asian Journal of Multidisciplinary Research*. <https://doi.org/10.55927/eajmr.v3i1.7721>
- Navaia, E., Moreira, A., & Ribau, C. (2023). Differentiation strategy and export performance in emerging countries: Mediating effects of positional advantage among Mozambican firms. *Economies*, 11(2), 44. <https://doi.org/10.3390/economies11020044>
- Ndzabukelwako, Z., Mereko, O., Sambo, T. V., & Thango, B. (2024). The Impact of Porter's Five Forces Model on SMEs Performance: A Systematic Review. *Preprints*. <https://doi.org/10.20944/preprints202410.0119.v1>

- Paksoy, T., Gunduz, M. A., & Demir, S. (2023). Overall competitiveness efficiency: A quantitative approach to the five forces model. *Computers & Industrial Engineering*, 182, 109422. <https://doi.org/10.1016/j.cie.2023.109422>
- Pan, Huifeng & Ha, H-Y (2020). Do Customers Pay Attention to Motivations and Switching Costs When They Terminate Their Relationships?. *Front. Psychol.* <https://doi.org/10.3389/fpsyg.2020.00798>
- Pangarkar, N., & Prabhudesai, R. (2024). Using Porter's Five Forces Analysis to Drive Strategy. *Global Business and Organizational Excellence*, 43, 24–34. <https://doi.org/10.1002/joe.22250>
- Paramadita, S., & Hidayat, D. (2022). Industry Competitiveness Analysis Using Porter's Five Forces: Indonesian Multi-industry Study Case. *ARBITRASE: Journal of Economics and Accounting*. <https://doi.org/10.47065/arbitrase.v3i2.465>.
- Paulraj, A., Chen, I.J. & Blome, C. (2017). Motives and Performance Outcomes of Sustainable Supply Chain Management Practices: A Multi-theoretical Perspective. *J Bus Ethics* 145, 239–258. <https://doi.org/10.1007/s10551-015-2857-0>
- Porter, M. E. (2008). The five competitive forces that shape strategy. *Harvard business review*, 86(1), 78.
- Pranoto, A., & Indradewa, R. (2024). Analysis of External Factors Based on Porter's Five Forces Method at PT Gipan Metal Teknik Indonesia. *Advances In Social Humanities Research*. <https://doi.org/10.46799/adv.v2i2.195>.
- Rabi, H., & Paul, S. (2022). INFLUENCE OF PORTER'S FIVE FORCES STRATEGY ON THE COMPETITIVENESS OF SMALL AND MEDIUM ENTERPRISES IN GARISSA COUNTY, KENYA. *Strategic Journal of Business & Change Management*. <https://doi.org/10.61426/sjbcm.v9i1.2234>.
- Rathore, D., Kalita, J., Sharma, S., Tiwari, S., & Agarwal, P. (2023). Major Driving Forces for The Indian SME Pharmaceutical Industry: Using Porter's Five Forces Framework for A Comparative Analysis. *International Journal of Life Science and Pharma Research*. <https://doi.org/10.22376/ijlpr.2023.13.4.sp6.1100-1108>.
- Salim, D. R., Hakim, H. R., Orrico, A. I., Ardiansyah, H., & Maulana, C. (2025). Strategies for Increasing Business Competition Through Product Differentiation: A Review of Innovation Theory. In 9th Global Conference on Business, Management and Entrepreneurship (GCBME 2024) (pp. 966-975). Atlantis Press. https://doi.org/10.2991/978-94-6463-817-2_114
- Sampaio, P., Carvalho, H., & Sá-Machado, J. (2023). Supply base diversification and performance: An empirical examination. *Supply Chain Management: An International Journal*, 28(4), 762–775. <https://doi.org/10.1108/SCM-05-2022-0198>
- Sánchez-Pérez, M., Illescas-Manzano, M. D., & Martínez-Puertas, S. (2020). You're the only one, or simply the best. Hotels differentiation, competition, agglomeration, and pricing. *International Journal of Hospitality Management*, 85, 102362. <https://doi.org/10.1016/j.ijhm.2019.102362>
- Schweinsberg, S., Sharpley, R., & Darcy, S. (2022). Competitive positioning of tourism academic knowledge. *Tourism Management*, 91, 104502. <https://doi.org/10.1016/j.tourman.2022.104502>
- Shaik, M., Bosukonda, N., Mittal, V., & Sridhar, S. (2020). Price sensitivity and customer perceived switching costs in business-to-business markets: joint effect on customer repurchase intentions. <https://doi.org/10.2139/ssrn.3530532>
- Sharma, A., Saboo, A. R., Borah, S. B., & Adhikary, A. (2026). Supplier concentration and firm performance: the role of relative size, relative reputation, and network position. *International Journal of Research in Marketing*. <https://doi.org/10.1016/j.ijresmar.2026.01.006>
- Shi C., Agbaku C.A. and Zhang F. (2021). How Do Upper Echelons Perceive Porter's Five Forces? Evidence From Strategic Entrepreneurship in China. *Front. Psychol.* <https://doi.org/10.3389/fpsyg.2021.649574>
- Shi, C., Agbaku, C. A., & Zhang, F. (2021). How Do Upper Echelons Perceive Porter's Five Forces? Evidence From Strategic Entrepreneurship in China. *Frontiers in Psychology*, 12. <https://doi.org/10.3389/fpsyg.2021.649574>
- Song, X., Yao, M., & Guo, C. (2025). How does the supplier size similarity affect trade credit?. *The North American Journal of Economics and Finance*. <https://doi.org/10.1016/j.najef.2024.102346>
- Sun, H., & Lu, H. (2026). How Supplier Ownership Concentration Affects Bargaining Power: Evidence from China's Manufacturing Listed Companies. *Sustainability*, 18(2), 721. <https://doi.org/10.3390/su18020721>
- Umezawa, M., Yamakawa, S. (2024). The impact of switching costs on behavior-based price discrimination with multiple consumer types. *J Econ* 145, 147–187. <https://doi.org/10.1007/s00712-025-00900-6>
- Uwihirwe, J., & Nayituriki, S. (2024). An Analysis of Industry Forces Impacting Apple's Performance: A Study Using Porter's Five Forces Framework. *International Journal of Management and Accounting*. <https://doi.org/10.34104/ijma.024.01270131>.
- Wang, M., Jie, F., & Abareshi, A. (2018). Improving logistics performance for one belt one road: a conceptual framework for supply chain risk management in Chinese third-party logistics providers. *International Journal of Agile Systems and Management*, 11(4), 364–380. <https://doi.org/10.1504/ijasm.2018.095515>
- Wang, MY., Chou, LC.(2024). Evaluating information asymmetry effects on hotel pricing: a comparative analysis before and during the COVID-19 pandemic in the Taiwan's market. *Humanit Soc Sci Commun* 11, 74 (2024). <https://doi.org/10.1057/s41599-023-02582-1>
- Warja, A., Abdurahman, A., & Purnamasari, P. (2025). Business Strategy Analysis of Kopi Kenangan Using Porter's Five Forces. *Jurnal Minfo Polgan*. <https://doi.org/10.33395/jmp.v13i2.14443>.
- Yang, Y., & Wu, C. (2022). Competition and market dynamics in duopoly: the effect of switching costs. *OR Spectrum*, 46, 211–235. <https://doi.org/10.1007/s00291-022-00669-w>.
- Zheng, R., Ang, S., & Yang, F. (2024). Customer bargaining power and supplier profitability: the moderating role of product market overlap. *Journal of Business & Industrial Marketing*, 39(7), 1614–1625. <https://doi.org/10.1108/JBIM-03-2023-0131>