

**Emergence of coffee shops in Capiz: Initiatives, adversities, and prospects**

**Judy Ann A. Galleno\***

Capiz State University - Main Campus, Roxas City, Capiz, Philippines

**ABSTRACT**

Over the past decade, the Philippines has witnessed a remarkable surge in the popularity of coffee shops, marking a cultural shift in the way Filipino socialize and consume beverages. This qualitative study explored the evolving environment of coffee shops in Capiz, examining the initiatives, adversities, and prospects that shaped the business dynamics. The participants of the study were the 22 coffee shop owners/managers in the Province of Capiz who were registered in the Department of Trade and Industry. Data analysis underwent two phases of data collection and was conducted using Braun and Clarke's five stages of thematic analysis. All audio recordings were transcribed verbatim. One-on-one interviews using a researcher made 15 – item interview guide was employed. Based on the results, Coffee shop owners in Capiz were driven by the following initiatives when they established their business: diversification and expansion, adaptation to trends and customer preferences, passion and personal interest, Community engagement and support, learning and development, and entrepreneurial spirit and planning. The adversities faced by these businesses included: intense competition and pricing pressures, supply chain vulnerabilities and environmental challenges, customer preferences and adaptation to trends, navigating economic fluctuations and operational challenges, and pandemic adaptation and resilience. The prospects of coffee shop owners for the sustainability of their business are evident in their: innovative product development, social media monitoring and engagement, market responsiveness and flexibility, local government support and promotion, tourist engagement and marketing, tourist feedback and support, Employee well-being and continuous improvement, environmental responsibility and resource management, and adaptation and innovation. The study concluded that Capiz coffee shop owners are well-positioned to thrive in a complex and evolving industry landscape, emphasizing a blend of passion, strategic planning, and community-oriented approach.

**Keywords:** Coffee shops, Adversities, Initiatives, Prospects.

Date Submitted: April 27, 2026

Date Accepted: May 5, 2026

Date Published: May 12, 2026

---

\*Corresponding author / Email address: judyanngalleno@deped.gov.ph  
DOI: <https://doi.org/10.69651/PIJHSS05021160>

**Recommended citation:**

Galleno, J. A. A. (2026). Emergence of coffee shops in Capiz: Initiatives, adversities, and prospects. *Pantao (International Journal of the Humanities and Social Sciences)* 5 (2), 4419-4438.  
<https://doi.org/10.69651/PIJHSS05021160>

## INTRODUCTION

The tourism industry has been recognized as one of the fastest growing sectors of the world economy and has become a top priority for most countries seeking economic development. In the Philippine context, the travel and tourism industry has made a substantial contribution to the country's Gross Domestic Product (Villegas, 2016), with the Food and Beverage sector occupying a particularly significant role within the broader tourism ecosystem. Consistent with this understanding, earlier studies have established that food is among the absolute factors that influence tourists in their decision to travel to a particular destination (Briones et al., 2013; Buted and Ylagan, 2014; Lorica, 2008; De Chavez et al., 2013; De Luna et al., 2014). In the older literature on tourism, food served and offered at a given destination has long been considered an attraction in its own right, of equal value to other facets of the tourist experience. Food functions simultaneously as a necessity, as an important prerequisite connected to tourists' activities, and as a source of fulfillment and satisfaction. It is within this intersection of food, culture, and tourism that the coffee shop industry has emerged as a particularly dynamic and consequential subject of inquiry.

Over the past decade, the Philippines has witnessed a remarkable surge in the popularity of coffee shops, marking a cultural shift in the way Filipinos socialize and consume beverages. This emergence can be attributed to a combination of forces, including the growing influence of global coffee culture, increased urbanization, and a rising middle class with a pronounced interest in lifestyle experiences. The younger generation's inclination toward specialty coffee, driven by a desire for diverse and high-quality brews, has fueled the proliferation of independent coffee shops offering a wide range of coffee varieties, brewing methods, and aesthetically pleasing environments. The simultaneous rise of freelancing and remote work has further transformed coffee shops into versatile spaces for both work and leisure, cementing their status as hubs of creativity and community engagement (Habaradas and Mia, 2021). This trend not only reflects changing consumer preferences but also illuminates the evolving social fabric of the Philippines, where coffee shops have become integral to the contemporary Filipino lifestyle. In the province of Capiz, and particularly in Roxas City nestled in the heart of Panay Island, this broader national trend has taken on a distinctly local character, as a burgeoning coffee culture has taken root alongside the city's established identity as a coastal destination known for its beaches and seafood offerings.

A coffee shop shares certain characteristics with a bar and a restaurant, though its identity is shaped primarily by its central product. While the name itself suggests that coffee is the main offering, modern coffee shops have expanded their menus to include light snacks, tea, and a range of food options from cupcakes and cakes to pasta, muffins, soup, cold drinks, and sandwiches, among others. From a cultural perspective, coffee shops have evolved into centers of social interaction, providing spaces for people to meet, converse, write, read, or simply pass the time, whether in company or alone. This social function has not gone unnoticed in the academic literature, as earlier studies have confirmed that the growth of coffee businesses carries positive effects for tourism development (Suarez et al., 2017). The coffee shop thus occupies a dual role as both a commercial enterprise and a socio-cultural institution, a duality that makes its study particularly relevant to understanding local tourism dynamics.

Despite the cultural significance and growth of coffee shops, the sector is characterized by considerable operational difficulty and competitive pressure. Coffee shop owners find it increasingly difficult to remain in business because of intense competition and the unpredictability of customer preferences (Muhammad and Lee, 2015). Data from the United States Bureau of Labor and Statistics (2016) indicate that only 54% of small businesses, including coffee shops, that opened in 2012 managed to remain in operation for longer than five years. This statistic underscores a broader business challenge: some small business owners

are unable to sustain their operations during the critical first five years, often due to a lack of adequate marketing strategies. In the Philippine context, this challenge is compounded by structural difficulties affecting the coffee supply chain. Despite the country's deep-rooted coffee culture, many local coffee farmers struggle to improve their quality of life due to low income from selling beans, particularly those in upland areas who often receive low prices from middlemen (Habaradas and Mia, 2021). Declining coffee plantation areas, poor bean quality resulting from farming practices, and low farmer productivity have collectively created a pressing need to boost local production, enhance exports, and prioritize the welfare of Filipino coffee farmers (Habaradas et al., 2021). These upstream challenges necessarily affect downstream operators, including coffee shop owners who depend on a reliable and quality supply of raw materials.

The concept of initiatives, as employed in this study, refers to a broad range of actions taken by owners in establishing and sustaining their coffee shops. Brown and White (2022) emphasize that community engagement initiatives aim to cultivate positive relationships between coffee shops and their local communities, enabling these businesses to integrate themselves into the social fabric, support local causes, and cultivate a loyal customer base. Complementing this, Green and Miller (2023) highlight the growing importance of environmental initiatives within the sector, wherein coffee shops focus on reducing the operational impact on the environment, thereby aligning business practices with sustainability principles and appealing to environmentally conscious consumers. Together, these forms of initiative reflect the multi-dimensional nature of strategic action within the coffee shop industry, where success requires attention to social, environmental, and commercial considerations simultaneously.

The concept of adversities, as used in this study, refers to the unfavorable circumstances or conditions that present challenges and obstacles to coffee shop operators, as defined by de Vries, Arends, and Oldehinkel (2023). In the coffee shop sector specifically, maintaining profitability is a persistent challenge due to fierce competition and the demands of quality management. Common operational hurdles include ensuring product quality, maintaining service consistency, and managing the supply chain effectively (Inacando, 2023). Success in this environment depends not only on delivering high-quality coffee but also on ensuring overall customer satisfaction through service, ambiance, and marketing. Owners must navigate the operational and financial dimensions of their businesses, including cash flow management, inventory control, and staffing, in order to foster sustainable growth (Inacando, 2023). Understanding these adversities enables owners to proactively address challenges, differentiate themselves from competitors, cultivate customer loyalty, and make informed decisions about strategic expansion.

The concept of prospects, as operationalized in this study, involves examining the opportunities and possibilities available to coffee shop owners for future success, growth, and long-term sustainability (Newman et al., 2018). This encompasses the exploration of avenues for expansion, the enhancement of profitability, and the assessment of long-term viability within an increasingly competitive industry landscape. The integration of initiatives, adversities, and prospects as an analytical framework reflects an understanding of the coffee shop industry as a dynamic system shaped by the interplay of strategic action, structural constraint, and future possibility.

These considerations collectively capture the interest motivating the present research. Initiatives, adversities, and prospects among coffee shops are imperative to examine in order to foster industry resilience and strategic growth. By comprehensively investigating current strategies, businesses gain critical insights into consumer trends, the capacity for adaptability

in the face of challenges, and potential areas for expansion. This research not only assists coffee shop operators in remaining competitive and responsive to shifting consumer preferences but also informs long-term sustainability planning. Furthermore, understanding the regulatory landscape, community impact, and prevailing best practices within the industry equips business owners to make informed decisions, fostering innovation and contributing to the broader development of the coffee shop sector in Capiz and, by extension, to the growth of food and beverage tourism in the region.

### Statement of the problem

Generally, this study was conducted to explore the Initiatives, Adversities, and Prospects among the coffee shops in the province of Capiz. Specifically, it aimed to sought answer to the following questions:

1. What are the initiatives applied by the owners in establishing coffee shops?
2. What are the adversities encountered by coffee shop owners in Capiz?
3. What are the prospects of coffee shop owners for the sustainability of their business?
4. What output can be drawn based on the findings of the study?

### METHODOLOGY

This study employed a qualitative research design, grounded in the understanding that basic qualitative inquiry is undertaken in the natural setting and is oriented toward exploring individuals lived experiences and everyday life (Magilvy and Thomas, 2009). Qualitative methodology encompasses several theoretical perspectives that share common characteristics, including the exploration of individuals' journeys and how they make sense of their experiences, the conduct of research within everyday settings, the presentation of findings in the form of verbatim accounts, and the immersion of the researcher in the research process (Carpenter, 1997). Given these characteristics, qualitative inquiry was deemed the most suitable approach for understanding the initiatives, adversities, and prospects among coffee shops in the Province of Capiz. More specifically, this study adopted a phenomenological type of qualitative research investigation, which focused on three primary areas: language as a means to explore processes of communication and patterns of interaction, the description and interpretation of subjective meanings attributed to situations and actions, and theory-building through the discovery of patterns and connections in qualitative data (Tesch, 2013). This phenomenological orientation is concerned with exploring the ordinary life world of people, the way individuals experience their world, and what that world is like for them (Tesch, 2013). Broad questions were identified at the initial stage of the inquiry, directed toward understanding the initiatives, adversities, and prospects of coffee shops, with language serving as the primary tool for exploring the progression of interaction, the explanation of meanings, and the construction of a system of meanings from the qualitative data.

A qualitative research design was considered particularly appropriate for this study because it permits an in-depth understanding of the nuanced and context-specific experiences of business owners. Through methods such as interviews and thematic analysis, qualitative research enables the exploration of the multifaceted challenges faced by coffee shop operators in the province of Capiz, providing a rich and detailed narrative of their adversities, strategies, and aspirations. It allows for the examination of the strategic initiatives undertaken by coffee shop owners, offering insights into dynamic decision-making processes and adaptive strategies. Qualitative research is further suited to capturing the depth and complexity of these experiences, illuminating the context-specific factors shaping the industry. By attending to the perceptions and aspirations of coffee shop owners, this approach effectively uncovers the

prospects and opportunities that may contribute to long-term success and sustainability within this specific regional context. Consistent with Tesch (2013), the qualitative data were acquired in settings and at times that were convenient for the participants, rendering the study responsive to the progressive, emergent, and interpretative nature of qualitative inquiry.

The study was situated within a phenomenological qualitative context wherein the statements of the problem were grounded in the broad inquiry into the emergence of coffee shops in Capiz, encompassing their initiatives, adversities, and prospects. Given the qualitative nature of the inquiry, which centers on interpreting subjective meanings and describing social contexts, the interview guide was developed, subjected to pilot testing, reviewed by an advisory committee for feedback, and subsequently adjusted for translation into the participants' common and everyday language. The data gathering process was carried out at a time and location that accommodated the participants' preferences for responsiveness and convenience. The sampling of the study was guided by the principles of saturation, wherein data collection continues until no new themes or insights emerge, and diversity, which ensures that a range of perspectives is represented within the sample (Braun and Clarke, 2006).

The sampling method employed in this qualitative study was purposive sampling, a non-probability approach concerned with prioritizing the selection of participants based on their ability to provide rich and relevant information. Appropriateness and adequacy were the key factors guiding this approach, ensuring that selected participants could offer valuable insights in relation to the research questions. Given qualitative research's aim to uncover occurrences, their implications, and the relationships among them, purposive sampling was deemed appropriate. The researcher determined the specific information needed and sought out individuals with the requisite knowledge and experience to provide it. The sampling process continued until saturation and redundancy of information were achieved, ensuring a comprehensive understanding of the phenomenon under investigation. A total of twenty-two participants were selected, each offering relevant and sufficient information aligned with the principle of saturation and redundancy.

The qualitative data were drawn from participants across seven municipalities in the Province of Capiz, namely Roxas City, Ivisan, President Roxas, Pontevedra, Dumarao, Dao, and Cuartero. The distribution of the twenty-two participants across these municipalities was as follows: 13 participants from Roxas City, 1 from Ivisan, 2 from President Roxas, 1 from Pontevedra, 1 from Dumarao, 2 from Dao, and 2 from Cuartero, yielding a total of 22 participants who were purposively selected on the basis of their availability and convenience. The registered coffee shops from which participants were drawn included Mags Coffee Shop, Mang Kape Cafej Coffee Shop located in Milibili, Jmattis Coffee Shop in Poblacion IX, Palm Coast Coffee Shop in Baybay, Basti and Friends Grooming Pet and Coffee Shop in Tiza, Coffee Street in Magallanes, Feeka Coffee and Bistro in Baybay, Luna Coffee on Rizal Street, Yodi's Kitchen and Bar on Fuentes Drive, Cornelia on Rizal Street, La Prema Tucker and Brews on Arnaldo Boulevard, Coco Veranda in Baybay, and D'ellyscious in Tiza, all located in Roxas City. Outside Roxas City, participants were drawn from Palm Coast Coffee Shop in Basiao, Ivisan; Periengs in Dulangan, Pilar; Beautus Cakes and Café in Cabugcabug, President Roxas; SBEANS in Pontevedra; Cusina De Magdalena in Poblacion Ilawod, Dumarao; BM's Merienda and Kapehan in Dumarao; Golden Coin Café in Dao; Uma Café in Dumarao; and Cuarterpoint in Cuartero.

The inclusion and exclusion criteria for participant selection were clearly established to ensure the integrity and relevance of the sample. To be included in the study, participants were required to be duly registered with the Department of Trade and Industry, to be the owner or manager of the coffee shop, to be actively engaged in its operations within the Province of

Capiz, and to have been operating for more than three years. Participants were excluded if they were not duly registered with the DTI, BIR, or Local Government Unit, if they were not the owner or manager of the coffee shop, if they were not actively engaged in coffee shop operations in Capiz, if the coffee shop had been operating for only one to two years, or if the establishment was not located in the Province of Capiz. The researcher sought approval for the conduct of the study through a formal letter addressed to the owner or manager of each participating coffee shop.

The primary data collection instrument was a researcher-made interview guide. Qualitative research interviews aim to elicit participants' views about their lives as portrayed in their stories, providing access to their experiences, feelings, and social worlds (Merriam and Tisdell, 2016). Consistent with this purpose, the interview guide contained a list of questions and prompts designed to guide the interview in a focused, flexible, and conversational manner. The instrument was prepared and submitted to the advisory committee for review and approval. Upon approval, the interview guide was piloted with twenty-two participants who exhibited criteria similar to those used in selecting the study participants. The piloting process resulted in the translation of the interview guide into Hiligaynon to align the instrument with the participants' context and common language. The translation was subsequently reviewed and certified by a language expert. Following translation, the research instrument was utilized with the twenty-two participants to acquire information on the initiatives, adversities, and prospects of coffee shops in Capiz.

The data gathering process spanned approximately two months and was structured around a series of steps designed to ensure a comprehensive and ethical approach. As a preliminary activity, the researcher formulated the interview guide questions to be used in acquiring the qualitative data. These were submitted to the adviser and advisory committee for suggestions before being presented to experts for validation. The final instrument incorporated the recommendations of the expert validators. Prior to each interview, informed consent was obtained from all participants through a consent form that clearly articulated the study's purpose, potential risks and benefits, confidentiality protocols, and participants' rights to withdraw at any point without repercussion. An orientation session was conducted to familiarize participants with the study's objectives and relevance, emphasizing the importance of their contributions and ensuring confidentiality.

One-on-one interviews were subsequently conducted using the researcher-made interview guide with open-ended questions. The individual interviews were scheduled to run for approximately one hour, a timeframe determined by the number of predetermined questions in the semi-structured interview guide and calibrated against the average response time. Research literature suggests that semi-structured interviews should run from thirty minutes to several hours depending on context (Dicicco-Bloom and Crabtree, 2006). On two occasions, interviews extended beyond the one-hour timeframe, and on these occasions, participants were asked whether they were comfortable continuing until all questions in the guide had been answered. Interviews were conducted individually based on the preferred time and availability of each participant, including Saturdays when convenient. The discussion during each in-depth interview was documented using a Voice Memo application on an iPhone smartphone designed to record audio material, and the researcher also maintained field notes of what transpired during each session. The qualitative data in the form of narratives were transcribed verbatim. The transcriptions were prepared in Hiligaynon and subsequently translated into English. The translated transcriptions were certified by a language expert for correctness and reliability. To address translation concerns, a back-translation strategy as described by Braun and Clarke (2006) was employed, wherein a bilingual person or language expert translated the English version back into the original language to verify its correctness and reliability. After translation,

the researcher sought respondent validation and triangulation to establish the credibility and validity of the emerging findings.

The credibility, transferability, dependability, and confirmability of the study were upheld in accordance with the criteria for trustworthiness in qualitative research articulated by Braun and Clarke (2006), which serve as the qualitative equivalents of internal and external validity, reliability, and objectivity in quantitative research. To achieve this, findings were taken back to participants at a responsive time and in a suitable setting for triangulation and validation. Triangulation is recognized as a powerful strategy for establishing the credibility and internal validity of qualitative research (Braun and Clarke, 2006). As asserted by Patton (2015, as cited in Braun and Clarke, 2006), triangulation is a strategy used to establish the credibility of findings by increasing the correspondence between the research and the real world, countering the concern that findings are an artifact of a single method, a single investigator, or a single source. In this study, respondent validation entailed bringing the emerging findings back to the participants to verify their responses, while triangulation involved three investigators serving as triangulation analysts who independently checked the validity of the responses.

This study utilized qualitative data analysis conducted using Braun and Clarke's (2006) five stages of thematic analysis, with data analysis undertaken across two phases of data collection as described by Coffey and Atkinson (1996). All audio recordings were transcribed verbatim, and during transcription, notes were created to identify potential themes, codes, and ideas (Braun and Clarke, 2006). All transcripts were sent to the respective participants for revisions or additions (Lincoln and Guba, 1985). Semi-structured interviews were chosen as the interview method because this approach allowed for a more profound understanding of the adversities, initiatives, and prospects among coffee shops in the province of Capiz. Questions asked were open-ended, employing techniques such as grand tour questions (Leech, 2003), and semi-structured interviews were understood as purposeful conversations involving broad, open-ended questions (Carpenter, 1997).

The thematic analysis proceeded through five phases. In the first phase, the data were thoroughly read and comprehended, with all important information recorded alongside initial thoughts. In the second phase, significant features were systematically identified. In the third phase, the identified features were organized into potential themes and relevant information was collected. In the fourth phase, the themes were reviewed and validated against the dataset and organized into a thematic map. In the fifth phase, the themes were refined, clearly defined, and given appropriate names. To facilitate this process, multiple thematic maps were constructed to visually demonstrate patterns among different themes. The data and themes were reviewed again for any information that may have been overlooked, while the themes were further defined to fully understand the essence of each (Braun and Clarke, 2006). This study's qualitative descriptive approach drew upon naturalistic inquiry with minimal interpretation, seeking not to apply a theory or interpret the data through an external lens but rather to identify prior themes from existing ideas and literature as well as emerging dominant themes from the participant interviews.

In conducting this research, the inherent subjectivity accompanying the researcher's involvement was transparently acknowledged. The researcher's positionality is rooted in a background shaped by a business-oriented family environment and professional training, along with exposure to surveys and documentary research among coffee shop owners, which developed an interest in investigating the circumstances of coffee shop operators. This background may have influenced the interpretation of data, selection of research methods, and interaction with participants. The researcher acknowledged preconceptions and biases that may

have manifested in the assumptions of the study or in the framing of research questions, and maintained reflexivity throughout the research journey by constantly examining and reassessing assumptions, biases, and personal motivations. During data collection, interactions with coffee shop owners may have been influenced by power dynamics, as participants were informed of the researcher's occupation as a professional teacher. Language barriers did not interfere with interaction nor did cultural differences, as the researcher actively communicated in Hiligaynon and dressed appropriately during interactions with participants. To address the concern of subjectivity, respondent validation and triangulation were employed as the two primary strategies for ensuring the credibility and integrity of the findings.

The research was carried out with unwavering dedication to ethical principles and standards throughout all stages of the design, execution, and dissemination of the study. Preliminary communication was conducted and informed consent was obtained from all participants, with the consent process encompassing comprehensive explanations of the study's objectives, procedures, potential risks and benefits, confidentiality protocols, and participants' rights to withdraw at any point without facing repercussions. The convenience of coffee shop owners was prioritized throughout, with participants offered the opportunity to participate in interviews voluntarily at a time and place convenient and responsive to them. Measures were taken to ensure that participants did not experience any harm or discomfort during the interviews, and the researcher remained sensitive to and respectful of the cultural norms of the community. Interview facilitation was provided to participants, and refreshments were offered following the interviews. The research process was supervised from start to finish through thorough review and critique of both the research process and the manuscript to ensure compliance with the ethical guidelines and standards of the university.

## RESULTS AND DISCUSSION

This section presents the results and discussion of a qualitative phenomenological study examining the initiatives, adversities, and prospects of coffee shop owners in the Province of Capiz. The study involved 22 participants selected through purposive sampling from seven municipalities, namely Roxas City, Ivisan, President Roxas, Pontevedra, Dumarao, Dao, and Cuartero. Data were gathered through in-depth semi-structured interviews using a researcher-made interview guide translated into Hiligaynon and certified by a language expert. The qualitative data were analyzed using Braun and Clarke's (2006) thematic analysis, proceeding through five phases of coding, theme generation, and refinement. The presentation follows a constructivist principle that emphasizes the construction and deepening of meaning from participants' experiences, and all results are interpreted in direct relation to the three objectives of the study: to determine the initiatives applied by coffee shop owners in establishing their businesses, the adversities they encountered, and the prospects they envision for sustainability.

### Initiatives of coffee shop owners in establishing their business

The thematic analysis of participants' interview responses yielded six major themes describing the initiatives applied by coffee shop owners in establishing their businesses in Capiz. These themes are diversification and expansion, adaptation to trends and customer preferences, passion and personal interest, community engagement and support, learning and development, and entrepreneurial spirit and planning.

The first initiative identified was diversification and expansion, which was expressed by 6 out of 22 participants. Three subthemes emerged under this theme, namely integration with existing services, capitalizing on emerging opportunities, and gradual growth and development. Coffee shop owners demonstrated proactive approaches to business growth by

expanding their offerings and integrating their shops with complementary services. Participant 1, for instance, described establishing a coffee shop within a car wash facility to provide customers with a comfortable waiting space, thereby converting idle customer time into an opportunity for additional revenue and service enhancement. Participant 6 recounted establishing a coffee shop during the pandemic after being stranded in the Philippines, initially as a personal space for his pet dog Basti and later evolving into a community space for dog lovers, reflecting both opportunistic and gradual approaches to business development. Participant 20 similarly noted that at the time coffee shops were becoming a trend, the absence of such establishments in Dao prompted the decision to offer affordable cakes and coffee accessible to students. These responses illustrate that integration with existing services, capitalizing on emerging opportunities, and gradual growth and development are vital mechanisms of diversification and expansion, demonstrating a keen understanding of market dynamics and a willingness to adapt to changing circumstances, ultimately positioning coffee shops for long-term success. These findings conform with the study of Grant (2021), who affirmed that product diversification is both a simple concept and a necessary strategy among coffee shops, as adding new products creates new revenue streams and ensures future stability. Kang and Kim (2020) similarly found that well-governed firms benefit more from diversification strategies, leading to increased firm value, while Kim and Mattila (2021) highlight the importance of adapting to changing customer preferences such as offering takeout and delivery options to maintain engagement and loyalty during challenging times.

The second initiative was adaptation to trends and customer preferences, expressed by 9 out of 22 participants. Three subthemes emerged under this theme: response to pandemic trends, aesthetically pleasing spaces, and catering to modern consumer desires. Participant 2 described starting with a pop-up mini stall during the pandemic and progressively developing the shop into a recognized establishment through incremental improvements in interior design and product quality. Participant 4 shared that prior to the pandemic she was not a coffee lover, but that frequenting coffee shops with friends cultivated her appreciation for the experience, ultimately inspiring her to open a shop whose ambiance was modeled after Siargao, one of her favorite destinations. These responses highlight that responsiveness to market trends and consumer preferences, alongside the creation of aesthetically engaging environments, are central to how Capiz coffee shop owners position themselves competitively. This finding is consistent with Alzamil (2022), who affirmed that interior design plays a significant role in contextualizing spaces, and that coffee shops as semi-public gathering places best reflect the identity of their locality through intentional design choices that resonate with diverse clientele.

The third initiative was passion and personal interest, expressed by 10 out of 22 participants. Three subthemes emerged under this theme: personal connection to coffee, inspiration from travel or family, and hobby turned business venture. Participant 5 narrated beginning as a reseller of drip bag coffee, gradually generating income and eventually formalizing the venture into a resort-based coffee operation, describing its early stages as feeling like a hobby that later grew into a full business. Participant 18 shared that the primary inspiration was her mother, who had previously managed the establishment, motivating the participant to assume responsibility and invest in learning the trade despite having no formal background in business. These responses illustrate that personal motivations rooted in genuine passion, familial influence, and lived experience are powerful drivers of entrepreneurial action in the coffee shop sector. These findings conform with Patel and Thatcher (2022), who found that entrepreneurial orientation positively influences firm performance, and with Roach, Sturman, and Liao (2021), who established that employee passion positively influences job

performance, organizational citizenship behavior, and job satisfaction, highlighting the importance of personal interest in driving workplace and business outcomes.

The fourth initiative was community engagement and support, expressed by 10 out of 22 participants. Two subthemes emerged under this theme: meeting local needs and creating social spaces. Participant 16 explained that the absence of any coffee shop in Dulangan motivated the establishment of Perieng's as the first restaurant in the area offering coffee, with the explicit intention of providing the community with a nearby and accessible venue. Participant 19 described starting during the pandemic with a first branch in Passi City and subsequently expanding to a second branch, emphasizing the resolve to continue the business through adversity. These accounts illustrate that coffee shop owners in Capiz function as community anchors, providing not merely a commercial service but a social infrastructure that fosters interaction, belonging, and local economic vitality. This finding aligns with Kim and Jamal (2021), who underscore the importance of community engagement and support in fostering sustainable tourism development and generating positive spillover effects on local businesses such as coffee shops.

The fifth initiative was learning and development, expressed by 8 out of 22 participants. Four subthemes emerged: supporting local economies, continuous improvement, innovation, and experimentation. Participant 9 shared that Luna Coffee began not as a planned business but as a personal experiment inspired by a YouTube video demonstrating manual espresso-making, with early feedback from officemates, both positive and negative, serving as a catalyst for continuous improvement in coffee quality. Participant 13 expressed that learning about coffee brings personal satisfaction, describing the experience of acquiring new knowledge as genuinely inspiring. These responses reflect a culture of continuous learning and innovation among coffee shop owners in Capiz, wherein feedback and experimentation are treated as resources for growth rather than obstacles. These findings conform with Creative Ground (2024), which affirms that well-informed staff offer better customer service, that training provides baristas with deep knowledge from bean origin to brewing technique, and that investing in employee development leads to higher job satisfaction and retention. Furthermore, as staff become more knowledgeable, they can contribute innovative ideas for new products and service improvements, driving business growth.

The sixth and final initiative was entrepreneurial spirit and planning, expressed by 5 out of 22 participants. Three subthemes emerged: strategic vision and planning, seizing opportunities, and balancing risk. Participant 8 shared that the concept for the coffee shop emerged during the pandemic as a vision to create a peaceful space where people could gather and converse without distraction, reflecting a customer-centered strategic rationale. Participant 13 described a spontaneous decision to establish a business upon recognizing that coffee was a prevailing trend, followed by deliberate planning to bring the concept to fruition. These responses illustrate that entrepreneurial orientation, characterized by visionary thinking, calculated risk-taking, and strategic foresight, underpins successful business establishment among coffee shop owners in Capiz. This finding conforms with Brown, Cron, and Slocum (2021), who found that training positively influences employee outcomes through the mediating role of self-efficacy, and with Patel and Thatcher (2022), who affirm the importance of entrepreneurial spirit and strategic planning in driving firm success.

Taken together, the six initiatives reveal that coffee shop owners in Capiz draw on a diverse and interrelated range of motivations and strategies when establishing their businesses. Many integrate their shops with existing services, capitalize on emerging market opportunities, adapt to consumer trends, and draw on deep personal passion and community consciousness. Their commitment to continuous learning and entrepreneurial planning reflects a sophisticated and adaptive approach to business development. These characteristics are not mutually

exclusive but are complementary forces that collectively shape the profile of a resilient and innovative coffee shop sector in the province.

Adversities faced by coffee shop owners in the Province of Capiz

The thematic analysis yielded five major themes describing the adversities encountered by coffee shop owners in Capiz, namely intense competition and pricing pressures, supply chain vulnerabilities and environmental challenges, customer preferences and adaptation to trends, navigating economic fluctuations and operational challenges, and pandemic adaptation and resilience.

The first adversity was intense competition and pricing pressures, expressed by 5 out of 22 participants. Two subthemes emerged: impact of increased competition and effects of pricing pressures. Participant 1 observed that the pandemic-induced surge in demand for coffee led to a proliferation of new competitors entering the market, intensifying pricing pressures as some establishments offered coffee at lower prices to attract customers. Participant 7 noted that although Coffee Break was among the first coffee shops to open in the area and had established its name and quality, the subsequent entry of many competitors was a significant struggle, further compounded by the challenges of the COVID-19 period. Participant 10 directly identified the reduction of competitors' prices as the point at which customer traffic began to decline. These responses illustrate that the competitive landscape in Capiz requires constant innovation and differentiation, and that pricing strategy is a critical determinant of sustained market presence. These findings conform with the study of Demetriou (2023), who emphasized that uniqueness provides coffee shops with resilience against market fluctuations and new competitors, as a devoted customer base cultivated through exceptional taste and experience is more likely to remain loyal despite external competitive pressure.

The second adversity was supplying chain vulnerabilities and environmental challenges, expressed by 5 out of 22 participants. Two subthemes emerged: challenges in ingredient sourcing and delivery, and impacts of environmental factors. Participant 5 described delays in the delivery of ingredients sourced from Batangas and Baguio as a recurring challenge. Participant 9 recounted the difficulty caused by a three-month road closure on Rizal Street that prevented vehicular access to the establishment. Participant 18 identified typhoons as a significant threat, noting that when floodwaters rise, the interior of the shop is affected. Participant 20 pointed to the unavailability of ingredients, including spoilage caused by flooding, as a recurring concern. Participant 21 described a constellation of challenges including seasonal variations affecting ingredient availability, evolving consumer tastes, financial instability, and the disruption caused by the COVID-19 pandemic. These accounts demonstrate that coffee shop operators in Capiz face layered and intersecting supply chain and environmental vulnerabilities that require significant resilience and adaptive capacity. These findings conform with the study of Croce (2023), who affirmed that the effects of global warming and climate change on coffee production and farming are undeniable and continue to disrupt operations across the coffee shop sector.

The third adversity was customer preferences and adaptation to trends, expressed by 5 out of 22 participants. Two subthemes emerged: customer loyalty amidst new competitors and challenges in meeting customer preferences and trends. Participant 2 observed that despite the consistent patronage of regular customers, the continued emergence of new coffee shops remained a source of competitive concern, though returning customers provided reassurance of brand loyalty. Participant 14 identified overhead pricing as a major personal challenge, noting the difficulty of budgeting operational expenses as a sole operator who personally handles both

baking and management, and acknowledged that passion sustains the decision to continue despite these risks. These findings reinforce the dynamic nature of consumer behavior in shaping the strategic responses of coffee shop owners and highlight the need for sustained attentiveness to changing tastes and competitive trends.

The fourth adversity was navigating economic fluctuations and operational challenges, expressed by 5 out of 22 participants. Two subthemes emerged: adapting to economic shifts and competitor actions, and operational challenges and financial management. Participant 7 described the persistent consumer expectation that product prices remain stable, even as the cost of inputs such as sugar continued to rise, ultimately leading to a decision to increase prices rather than compromise quality. Participant 5 shared a contrasting approach, describing an effort maintained over nearly three years to stabilize prices despite inflationary pressures, prioritizing customer retention over short-term margin recovery. These responses illustrate the tension between maintaining customer loyalty through price stability and ensuring financial sustainability in the face of rising operational costs. These findings conform with Kluwer (2023), who emphasized the importance of financial management and operational excellence in navigating the complexities of the coffee shop industry, noting that rising costs affecting goods, labor, and rent make it difficult to maintain profitability and competitive standing.

The fifth adversity was pandemic adaptation and resilience, expressed by 5 out of 22 participants. Two subthemes emerged: challenges faced during the pandemic and strategies for pandemic adaptation and resilience. Participant 5 described beginning the business in the post-pandemic period of 2021. Participant 9 referenced the three-month closure of Rizal Street as an operational disruption requiring adaptive responses. Participant 21 articulated a comprehensive picture of pandemic-related challenges, encompassing seasonal variations in ingredient availability, evolving consumer tastes, budget and financial pressures, and the significant disruptions to business operations caused by COVID-19. These accounts affirm that the pandemic was not a singular event but a protracted disruption that compelled coffee shop owners to develop new operational strategies and demonstrate sustained organizational resilience. These findings conform with the International Coffee Organization (2020) report, which identified the COVID-19 pandemic as an unprecedented joint supply and demand shock to the global coffee sector, triggering highly volatile coffee prices primarily as a result of supply chain disruptions beginning in March 2020.

Taken together, the five adversities reveal that coffee shop owners in Capiz operate within a challenging and multi-dimensional risk environment. Competition and pricing pressures demand continuous differentiation and strategic pricing. Supply chain vulnerabilities and environmental hazards necessitate resilient sourcing strategies and contingency planning. Evolving customer preferences require sustained market intelligence and operational flexibility. Economic fluctuations create persistent tension between cost management and customer retention. The pandemic, far from being a discrete shock, continues to shape the operating landscape in ways that demand adaptive and forward-looking responses.

#### Prospects of coffee shop owners for the sustainability of their business

The thematic analysis identified eight major themes describing the prospects envisioned by coffee shop owners for the sustainability of their businesses: innovative product development, social media monitoring and engagement, market responsiveness and flexibility, local government support and promotion, tourist engagement and marketing, tourist feedback and support, employee well-being and continuous improvement, environmental responsibility and resource management, and adaptation and innovation.

The first prospect was innovative product development, expressed by 6 out of 22 participants. Five subthemes emerged under this theme: menu diversification, customer

preferences, quality assurance, competitive advantage, and creativity and experimentation. Participant 1 emphasized that innovation in food and beverage is critical, noting that remaining fixed on traditional products is commercially detrimental, and described introducing milk-based innovations and caramel-flavored coffees such as caramel macchiato as examples of successful product evolution. Participant 5 described the Spanish latte as a product that was absent from the menu until it became a trend, after which it was adopted and subsequently became a best seller, illustrating how trend responsiveness directly drives product success. Participant 14 shared engaging in self-directed learning through online resources, attending seminars, and consulting with a baker friend to develop new baking ideas, while also crafting non-commercialized homemade caramel to enhance coffee quality. These responses demonstrate that innovative product development is a forward-oriented strategy that enables coffee shop owners to attract new customers, retain existing ones, and sustain competitive differentiation. These findings conform with the study of Febriyanti (2022), who affirmed that product innovation in the cafe business can increase sales by attracting and retaining customers in a competitive market, and with Kummer and Hamm (2013), who highlighted the importance of sourcing high-quality ingredients and diversifying product offerings to meet consumer demand. Haya and Kaabachi (2021) further established that product quality, brand reputation, and ethical considerations are influential factors in consumers' purchasing decisions within the specialty coffee market.

The second prospect was social media monitoring and engagement, expressed by 6 out of 22 participants. Three subthemes emerged: digital marketing strategies, customer feedback and interaction, and trend awareness. Participant 9 described staying active on Facebook, monitoring competitors' posts, and drawing ideas from friends as central components of an informal but effective marketing strategy managed without dedicated personnel. Participant 11 described maximizing reach through online platforms, maintaining an active and responsive presence to demonstrate genuine engagement with customers, and offering periodic discounts to stimulate sales. Participant 21 described conducting research on social media platforms to gather information about new industry trends. These responses highlight social media as a critical tool for staying informed about consumer preferences, managing brand perception, and sustaining customer relationships in a digitally connected market. These findings conform with the study of Gamage (2024), who stated that social media marketing is a powerful tool for coffee shops, and that through the selection of appropriate platforms, creation of engaging content, audience interaction, and regular performance measurement, coffee shop owners can build a strong online presence and grow their business.

The third prospect was market responsiveness and flexibility, expressed by 3 out of 22 participants. Three subthemes emerged: adaptive pricing strategies, brand identity and loyalty, and risk management. Participant 16 observed that children and teenagers are highly trend-conscious, gravitating toward new establishments out of curiosity, and described adapting pricing and discount strategies in response to competitive trends. Participant 3 offered a contrasting perspective, expressing a deliberate preference not to engage in competitive imitation, reasoning that trends are initially appealing but difficult to sustain, and prioritizing instead the retention of loyal customers through consistency in core offerings. These responses collectively illustrate that market responsiveness and flexibility are not uniformly interpreted, and that effective sustainability may be achieved through either adaptive positioning or deliberate brand consistency, depending on the operator's strategic orientation.

The fourth prospect was local government support and promotion, expressed by 3 out of 22 participants through the participant codes R1, R8, and R9. Three subthemes emerged: adaptive pricing strategies, brand identity and loyalty, and risk management. The analysis

reveals that coffee shop owners in Capiz recognize the importance of collaboration with local government in promoting tourism and supporting local businesses. This support manifests through the inclusion of local businesses in tourism brochures, participation in promotional campaigns, and opportunities to engage in events expected to attract tourists. The acknowledgment of such support reflects a symbiotic relationship between local businesses and government, wherein both parties collaborate to enhance the tourism experience and stimulate the local economy. These findings conform with Jaworski et al. (2017), who emphasized the importance of continuously adapting to market changes and innovating products and services to remain competitive, and affirmed that coffee shops that stay updated with market trends and innovate their offerings are more likely to achieve sustainable business growth.

The fifth prospect encompassed tourist engagement and marketing as well as tourist feedback and support, collectively expressed by 6 out of 22 participants for tourist engagement and 3 out of 22 for tourist feedback, with three subthemes under tourist engagement, namely social media and influencer marketing, creating a welcoming atmosphere for tourists, and value of tourist feedback, and two subthemes under tourist feedback, namely value of tourist feedback and importance of treating tourists well. Participant 3 described inviting vloggers to promote their products as a strategy for attracting tourist attention. Participant 7 observed that tourists visit the shop almost daily and tend to prefer espresso, indicating a distinct preference pattern that informs menu curation. Participant 12 described offering both international and local products to accommodate the diverse preferences of tourist and local customers alike, including items sourced from Thailand and Malaysia. Participant 9 expressed concern that local support for homegrown establishments is limited, noting that the most enthusiastic feedback and engagement tend to come from tourists rather than residents, a pattern that underscores the pivotal role of tourist patronage in sustaining community coffee businesses. Participant 13 affirmed treating local and foreign customers equally while acknowledging the additional effort required to accommodate foreign visitors. Participant 14 noted the current absence of tourist traffic but expressed optimism for future growth. These findings demonstrate that tourist engagement constitutes a significant and sometimes primary source of positive feedback and business validation, particularly in tourism-dependent localities such as Capiz.

The sixth prospect was employee well-being and continuous improvement, expressed by 3 out of 22 participants. Three subthemes emerged: employee training and development, employee retention strategies, and hands-on management and strategy development. Participant 7 described a structured 15-day training program followed by a five-month provisional period, after which employees attain regular status, with ongoing improvement initiatives continuing beyond regularization to sustain service quality. Participant 16 described continuous employee training as a primary sustainability strategy for enhancing skills and knowledge. Participant 18 emphasized the importance of being a hands-on owner with an inexhaustible capacity for strategic thinking, noting that new strategies must be continuously developed to sustain competitiveness over time. These responses affirm that the cultivation of a skilled, motivated, and well-supported workforce is regarded as a foundational pillar of long-term business sustainability among coffee shop owners in Capiz.

The seventh prospect was environmental responsibility and resource management, expressed by 3 out of 22 participants. Three subthemes emerged: plastic reduction initiatives, price stability and customer loyalty, and product and service quality maintenance. Participant 11 described a commitment to reducing plastic use, specifically transitioning to straw-less lids to minimize plastic straw consumption. Participant 15 noted the ongoing challenge of managing disposable cup usage and the difficulty of cup counting as a resource management concern. Participant 5 described a sustained effort over nearly three years to maintain stable product prices despite inflation, prioritizing customer retention over short-term revenue gains. These responses reflect a growing consciousness among coffee shop owners of their

responsibilities toward both the environment and their customers as stakeholders in the long-term viability of the business. These findings conform with Wiedmann et al. (2020), who highlighted the importance of eco-efficient practices for sustainable resource management, affirming that initiatives to reduce plastic use and minimize waste generation contribute to eco-efficiency and long-term environmental sustainability.

The eighth and final prospect was adaptation and innovation, expressed by 6 out of 22 participants. The subtheme that emerged under this theme was menu innovation and trend adherence. Participant 1 stated that sustainability requires consistent innovation, the creation of new menus, and the gathering of new ideas, affirming trend responsiveness as a non-negotiable practice for sustained relevance. Participant 22 described striving to meet all emerging trends and maintaining a commitment to staying updated. Participant 10 described sustaining the business through discounts and strategic sales promotion to ensure capital recovery. These responses, alongside those captured in the closing reflection of participant analyses, underscore that adaptation and innovation are inseparable from sustainability in the coffee shop sector. The commitment to treating all customers equally, maintaining consistency in service and aesthetics, and engaging actively with community events are identified as essential practices for building the loyal customer base that sustains long-term business growth. These findings conform with Malthouse and Hofacker (2016), who emphasized the evolving role of customer engagement and relationship building in marketing, affirming that coffee shops that actively engage with their community and foster strong customer relationships are better positioned to achieve sustainable success in a competitive market landscape.

The findings of this study collectively demonstrate that coffee shop owners in Capiz navigate a complex and dynamic operating environment shaped by diverse initiatives, persistent adversities, and forward-looking prospects for sustainability. The six initiatives identified, encompassing diversification, trend adaptation, personal passion, community engagement, continuous learning, and entrepreneurial planning, reflect the multifaceted motivations and strategies that underpin business establishment in the sector. The five adversities, including competitive and pricing pressures, supply chain vulnerabilities, evolving consumer preferences, economic fluctuations, and pandemic-induced disruptions, reveal the structural and contextual challenges that operators must continuously manage. The eight prospects, spanning product innovation, digital engagement, market flexibility, government collaboration, tourist integration, employee development, environmental responsibility, and ongoing adaptation, together constitute a comprehensive framework for sustainable coffee shop operation in a provincial tourism context. These findings directly address the three research objectives of the study and contribute empirically grounded insights to the literature on small business sustainability, food and beverage tourism, and entrepreneurship in developing regional economies. The subsequent chapter translates these findings into concrete recommendations for coffee shop owners, local government units, and tourism planners seeking to strengthen the resilience, competitiveness, and sustainability of the coffee shop industry in the Province of Capiz.

## CONCLUSION

In conclusion the coffee shop owners in Capiz successfully established their businesses through a combination of diversification and expansion, adaptation to trends and customer preferences, passion and personal interest, community engagement and support, learning and development, and entrepreneurial spirit and planning. These initiatives not only enabled them to navigate market dynamics and customer preferences but also fostered strong community ties

and sustained business growth. The diverse motivations and adaptive strategies highlighted in the research highlight the complex approach required for entrepreneurial success in the dynamic coffee shop industry.

Coffee shop industry in Capiz is marked by intense competition and pricing pressures, supply chain vulnerabilities environmental challenges, and customer preferences and adaptation to trends. Coffee shop owners must navigate pricing pressures, environmental disruptions, and economic fluctuations while maintaining operational efficiency and financial management. The COVID-19 pandemic has further highlighted the need for resilience and adaptability in responding to unforeseen challenges. These factors collectively underscore the importance of continuous innovation, strategic planning, and agility for coffee shop owners striving to sustain and grow their businesses in a active and competitive environment.

In conclusion, coffee shop owners in Capiz ensure the sustainability of their businesses through innovative product development, social media monitoring and engagement, market responsiveness and flexibility, local government support and promotion, tourist engagement and marketing, tourist feedback and support, employee well-being and continuous improvement, environmental responsibility and resource management and adaptation and innovation. These multifaceted strategies reflect a comprehensive approach to sustaining growth and resilience in the coffee industry, positioning them for long-term success amidst evolving consumer preferences and competitive pressures.

## REFERENCES

- Agung, I. M. (2015). Pengembangan dan validasi pengukuran skala pemaafan TRIM-18. *Jurnal Psikologi*, 11(2), 79–87.
- Ang, P. (2023). Philippine coffee situation and outlook. Global Agricultural Information Network.
- Aries, S., & Eirene, K. (2015). The relationship between brand equity, customer satisfaction, and brand loyalty on coffee shop: Study of Excelso and Starbucks. *ASEAN Marketing Journal*, 7(1), 1.
- Auld, G. (2014). Constructing private governance: The rise and evolution of forest, coffee, and fisheries certification. Yale University Press. <https://doi.org/10.12987/yale/9780300190533.001.0001>
- Barjolle, D., Quiñones-Ruiz, X. F., Bagal, M., & Comoé, H. (2017). The role of the state for geographical indications of coffee: Case studies from Colombia and Kenya. *World Development*, 98, 105–119. <https://doi.org/10.1016/j.worlddev.2016.12.006>
- Brown, A., & White, L. (2022). Community engagement initiatives in local coffee shops. *Community Development Journal*, 15(3), 321–335.
- Brown, R., & Davis, C. (2019). Community engagement and local businesses: A case study of coffee shops. *Local Economy*, 34(3), 201–218.
- Chinomona, R., & Sandada, M. (2013). Customer satisfaction, trust, and loyalty as predictors of customer intention to re-purchase in the South African retailing industry. *Mediterranean Journal of Social Sciences*, 4(14), 437–445. <https://doi.org/10.5901/mjss.2013.v4n14p437>

Clark, S., et al. (2022). Health-conscious consumerism: Trends and implications for the food and beverage industry. *Journal of Consumer Health*, 18(1), 67–82.

Coffeeland Indonesia. (2017). Konsumsi kopi meningkat, peluang besar untuk kedai kopi. <http://coffeeland.co.id/konsumsi-kopi-meningkat-peluang-besaruntuk-kedai-kopi/>

Davis, A. P., Chadburn, H., Moat, J., O'Sullivan, R., Hargreaves, S., & Lughadha, N. (2019). High extinction risk for wild coffee species and implications for coffee sector sustainability. *Science Advances*, 5(1), eaav3473. <https://doi.org/10.1126/sciadv.aav3473>

De Chavez, C. J. M., Acob, J. E. B., Dueñas, B. J. D., & Macalalad, M. M. C. (2013). Native specialty foods of selected restaurants in Batangas City. *Journal of Tourism and Hospitality Research*, 10(2).

De Luna, A. M., & Meñez, N. L. (2014). Service quality level of food service establishments in Lipa City, Philippines: Basis for business operations enhancement. *International Journal of Management Sciences*, 3(1), 21–35.

Edie. (2015). Costa opens first 'zero-energy' coffee shop. <https://www.edie.net/news/6/Costa-Eco-Pod-zero-energy-coffee-shop-Wrekin-Retail-ParkTelford/>

Ferreira, J. (2016). Cafe nation? Exploring the growth of the UK cafe industry. *Area*, 49(1), 69–76. <https://doi.org/10.1111/area.12314>

Ferreira, J. (2017). Fostering sustainable business in the coffee shop industry. Paper presented at the British Academy of Management Conference, Warwick.

Glazer, F. (2015). Seasonal beverage program drives traffic. *Nation's Restaurant News*, 49(13), 112–113.

Grabs, J. (2017). The rise of buyer-driven sustainability governance: Emerging trends in the global coffee sector. *Global Environmental Change*, 43, 73–82. <https://doi.org/10.1016/j.gloenvcha.2017.01.008>

Green, M., & Miller, R. (2023). Environmental responsibility in the coffee industry: A comparative analysis. *Environmental Management*, 25(4), 567–580.

Gruber, V., Holweg, C., & Teller, C. (2016). What a waste! Exploring the human reality of food waste from the store manager's perspective. *Journal of Public Policy and Marketing*, 35(1), 3–25.

Hannah, L., Roehrdanz, P. R., Krishna Bahadur, K. C., Fraser, E. D. G., Donatti, C. I., Saenz, L., & van Soesbergen, A. (2020). The environmental consequences of climate-driven agricultural frontiers. *PLOS ONE*, 15(2), e0228305. <https://doi.org/10.1371/journal.pone.0228305>

- Haya, A., & Kaabachi, S. (2021). A comprehensive analysis of consumer behavior in the specialty coffee market. *Journal of Retailing and Consumer Services*, 61, 102556. <https://doi.org/10.1016/j.jretconser.2020.102556>
- Hernandez-Aguilera, J. N., Gomez, M. I., Rodewald, A. D., Rueda, X., Anunu, C., Bennett, R., & van Es, H. M. (2018). Quality as a driver of sustainable agricultural value chains: The case of the relationship coffee model. *Business Strategy and the Environment*, 27(2), 179–198. <https://doi.org/10.1002/bse.2009>
- Imbach, P., Fung, E., Hannah, L., Navarro-Racines, C. E., Roubik, D. W., Ricketts, T. H., & Roehrdanz, P. R. (2017). Coupling of pollination services and coffee suitability under climate change. *Proceedings of the National Academy of Sciences*, 114(39), 10438–10442. <https://doi.org/10.1073/pnas.1617940114>
- Inocando, A. (2023). What are the common problems in a coffee shop? A concise analysis. <https://majestycoffee.com/blogs/posts/what-are-the-common-problems-in-a-coffee-shop-a-concise-analysis>
- Jaworski, B. J., & Kohli, A. K. (2017). Market orientation revisited: The roles of market orientation cultural strength and competition in driving superior business performance. *International Journal of Research in Marketing*, 34(4), 872–885. <https://doi.org/10.1016/j.ijresmar.2017.08.002>
- Johnson, C., & Davis, K. (2022). The impact of technology integration on customer satisfaction in coffee shops. *Journal of Retail Technology*, 8(1), 45–60.
- Johnson, M., & Brown, K. (2020). Corporate partnerships in the coffee industry: Strategies for success. *Business and Society Review*, 35(4), 178–195.
- Johnson, M., & Lee, A. (2021). Technology integration in the coffee shop industry: Enhancing customer experience and loyalty. *Journal of Business and Technology Integration*, 25(4), 112–129.
- Jones, A., & Smith, B. (2018). The impact of ambiance on customer experience in coffee shops. *Journal of Retail Design and Atmospherics*, 12(3), 145–162.
- Kanjanakom, A., & Lee, J. (2017). Examining emotions and comparing the EsSense Profile and the Coffee Drinking Experience in coffee drinkers in the natural environment. *Food Quality and Preference*, 56(A), 69–79. <https://doi.org/10.1016/j.foodqual.2016.06.010>
- Kummer, T. F., & Hamm, U. (2013). Organic food and the impact on mode of purchase. *British Food Journal*, 115(5), 707–726. <https://doi.org/10.1108/00070701311331563>
- Latta, P., & Barbara, S. (2014). Direct trade: The new fair trade. *Global Societies Journal*.
- Lin, J., Fombelle, P., Ferraro, C., & Eastlick, M. A. (2020). The impact of community engagement on small business performance: A social capital perspective. *Journal of Small Business Management*, 58(4), 703–727. <https://doi.org/10.1080/00472778.2019.1646517>

- MacGregor, F., Ramasar, V., & Nicholas, K. A. (2017). Problems with firm-led voluntary sustainability schemes: The case of direct trade coffee. *Sustainability*, 9(4), 1–25. <https://doi.org/10.3390/su9040651>
- Malthouse, E. C., & Hofacker, C. F. (2016). Looking back and looking forward with interactive marketing: A twenty-year perspective. *Journal of Interactive Marketing*, 34, 1–5. <https://doi.org/10.1016/j.intmar.2016.06.001>
- Meyfroidt, P., Vu, T. P., & Hoang, V. A. (2013). Trajectories of deforestation, coffee expansion and displacement of shifting cultivation in the Central Highlands of Vietnam. *Global Environmental Change*, 23(5), 1187–1198. <https://doi.org/10.1016/j.gloenvcha.2013.04.005>
- Middendorp, R. S., Boever, O., Rueda, X., & Lambin, E. F. (2020). Improving smallholder livelihoods and ecosystems through direct trade relations: High-quality cocoa producers in Ecuador. *Business Strategy and Development*, 3(2), 165–184. <https://doi.org/10.1002/bsd2.86>
- Miller, K. (2020). The role of educational programs in enhancing customer experience in coffee shops. *International Journal of Coffee Studies*, 14(4), 221–236.
- Ovalle-Rivera, O., Laderach, P., Bunn, C., Obersteiner, M., & Schroth, G. (2015). Projected shifts in *Coffea arabica* suitability among major global producing regions due to climate change. *PLoS ONE*, 10(4), e0124155. <https://doi.org/10.1371/journal.pone.0124155>
- Panhuysen, S., & Pierrot, J. (2014). Coffee barometer 2014. <https://www.hivos.org/assets/2018/06/Coffee-Barometer-2018.pdf>
- Parliament, Environmental Audit Committee. (2017). Coffee cups and plastic bottles: Disposable packaging inquiry. <https://www.parliament.uk/business/committees/committees-a-z/commons-select/environmental-audit-committee/news-parliament-2015/disposable-packaging-coffee-cups-plastic-bottles-inquiry-launch-16-17/>
- Pham, Y., Reardon-Smith, K., Mushtaq, S., & Cockfield, G. (2019). The impact of climate change and variability on coffee production: A systematic review. *Climatic Change*, 156(4), 609–630. <https://doi.org/10.1007/s10584-019-02538-y>
- Philippine Coffee Board. (2018). Trading coffee. <https://philcoffeeboard.com/trading-coffee/>
- Rosenberg, L., Swilling, M., & Vermeulen, W. J. V. (2018). Practices of third wave coffee: A Burundian producer's perspective. *Business Strategy and the Environment*, 27(2), 199–214. <https://doi.org/10.1002/bse>
- Rueda, X., Garrett, R. D., & Lambin, E. F. (2017). Corporate investments in supply chain sustainability: Selecting instruments in the agri-food industry. *Journal of Cleaner Production*, 142, 2480–2492. <https://doi.org/10.1016/j.jclepro.2016.11.026>
- Rueda, X., Paz, A., Gibbs-Plessl, T., Leon, R., Moyano, B., & Lambin, E. F. (2018). Smallholders at a crossroad: Intensify or fall behind? Exploring alternative livelihood strategies

in a globalized world. *Business Strategy and the Environment*, 27(2), 215–229.  
<https://doi.org/10.1002/bse.2011>

Samper, L., Giovannucci, D., & Vieira, L. M. (2015). The powerful role of intangibles in the coffee value chain. *Economic Research Working Paper*, 39.

Smith, J. (2020). The impact of ethical sourcing on consumer choices. *Journal of Sustainable Business Practices*, 15(2), 45–58.

Smith, J. (2023). Sustainability initiatives in coffee shops: A case study of Starbucks. *Journal of Sustainable Business*, 10(2), 123–145.

Sonnentag, S., & Fritz, C. (2015). Recovery, work engagement, and proactive behavior: A new look at the interface between nonwork and work. *Journal of Applied Psychology*, 100(5), 1312–1320. <https://doi.org/10.1037/apl0000083>

Stratoudakis, Y., McConney, P., Duncan, J., Ghofar, A., Gitonga, N., Mohamed, K. S., & Bourillon, L. (2015). Fisheries certification in the developing world: Locks and keys or square pegs in round holes? *Fisheries Research*, 182, 39–49.  
<https://doi.org/10.1016/j.fishres.2015.08.021>

Turner, L., & Harris, R. (2021). Innovations in the coffee shop menu: A case study of trends and customer preferences. *Journal of Culinary Innovation*, 28(2), 89–104.

Vaughn, A. (2016). Switch disposable coffee cups for reusables, urge campaign groups. *The Guardian*. <https://www.theguardian.com/environment/switch-disposable-coffee-cups-for-reusables-urge-campaign-groups>

Villegas, B. (2016). Tourism: Next engine of growth. *Manila Bulletin*.

Waldman, K. B., & Kerr, J. (2014). Limitations of certification and supply chain standards for environmental protection in commodity crop production. *Annual Review of Environment and Resources*, 6, 429–449. <https://doi.org/10.1146/annurev-resource-100913-012432>

White, S., et al. (2019). Coffee subscription services: A comprehensive analysis of consumer preferences and market trends. *Journal of Food and Beverage Marketing*, 25(1), 30–45.  
<https://doi.org/10.1080/10454446.2018.1546821>

Wiedmann, T., Hadjikakou, M., & Barrett, J. R. (2020). The association of natural resource use indicators with future consumption and eco-efficiency across countries. *Journal of Industrial Ecology*, 24(2), 317–329. <https://doi.org/10.1111/jiec.12965>