



Disruption Management Amidst Covid-19 Pandemic Crisis of Businesses in Cotabato City

Mary Ann R. Pasaje DBM^{1*}, Joseph A. CastillonMBA², Josefina M. Mejos MBA³, Catlyn O. Pongot, DBA⁴

^{1*}Dean, College of Business and Accountancy, Notre Dame University, pasaje.mar@ndu.edu.ph

²Faculty, Department of Business Education, College of Business and Accountancy, Notre Dame University, castillon.ja@ndu.edu.ph

³Faculty, Department of Business Education, College of Business and Accountancy, Notre Dame University, mejos.jm@ndu.edu.ph

⁴Program Head, Department of Business Education, College of Business and Accountancy, Notre Dame University, pongot.co@ndu.edu.ph

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ABSTRACT

Disruption Management is critical for the survival and sustainability of a company, especially during a pandemic. Recognizing business challenges would mean that the business could identify business opportunities that may provide a new perspective on income-generating activities for the business. The study's objective is to explore the local businesses' experiences in disruption management amidst this covid-19 pandemic which greatly affected almost all types of business. Ten key informants came from different business types offering products and services in the area. The researchers employed purely qualitative method in accomplishing this research study. The thoughts and shared experiences of the participants on the topic at hand brought tremendous knowledge to the researchers. Though key informants represent different business types, they shared very similar experiences with the challenges mentioned in the literature of the study. The most common challenges the local business encountered were financial difficulty and impeding business transactions. In contrast, the most common opportunities included the shift in daily social activities and changes in consumption patterns. The most typical approaches to managing disruption were altering how the business performs, creating strategic alliances, digitalizing business transactions and distant operations, and employing flexible and sustainable schemes.

Keywords: disruption management, covid-19 pandemic, challenges, opportunities

1. Introduction

The advent of COVID-19 and the recognition of its implications in the global scenario prompted various governments worldwide, shook economic activities, and shifted the ordinary and usual activities of many lives in almost all dimensions, including personal and professional dealings. Government health initiatives and other methods were considered in decreasing the spread of COVID-19. It can be noted in the study of Ayouni et al. (2021) which highlighted the importance of travel restrictions, borders control, quarantine of individual coming from other places specifically among identified areas where COVID-19 is spreading local lockdowns has been also mitigated to monitor certain movements to reduce the increase of virus infection in the community along with close monitoring of the following health protocols in place.

This consideration was one of the courses of action by the government while taking some precautionary measures in aid of finding a potential solution to stop this global health crisis that causes holistic alarm in the entire operational chain of the nation as such creating total disruption in almost all transaction both in private and public services causing unfavorable changes in the lives of many stakeholder (Thukral, 2021). The ripple effect on supply chain management of the various businesses is also at stake; while the presence of the COVID-19 pandemic is impeding the business environment undeniably, the world's business transactions are moving interrelated, and so any disruption along the way will cause specific problems in the various clusters of the community (Dolgui & Ivanov, 2021).

In the Philippines, President Duterte ordered a travel ban from China province amidst the coronavirus scare sometime in January 2020, as CNN Philippines reported, preparing the country's stakeholders for much wider travel restrictions across the country. Thus, resulting in a much rigorous preparation of the additional documentation before being permitted to transport goods and other necessary inputs of the various businesses.

Hapal (2021) emphasizes that the Philippines has implemented the longest-lasting and firmest lockdown in the world, thus creating a severe adverse effect on the world of business due to delayed deliveries of basic products and services. The various businesses had been affected by these lockdowns as their businesses had to abide by the government's pronouncements.

As a result, various government restrictions have been imposed in an attempt to slow the spread of the virus. Various businesses have been devastated and frustrated by these restrictions, forcing them to temporarily shut down their business operations while abiding by the government's rules. Moreover, based on the article by Inoue and Todo (2020), the closure of business activities would result in an economic crisis as many will be affected by this situation, causing a domino effect in the economic chain when the government continues to prolong the duration of the lockdowns. The supply chain of the production and deliveries of essential commodities will also be affected, resulting in a shortage of supplies available for sale, thus leading to a price increase for such essential commodities.

The researchers aim to collect baseline information from the target participants through a qualitative method and an in-depth interview to capture the participants' personal experiences amidst the COVID-19 crisis.

1.1 Literature Review

The year 2020 has been a tremendously challenging time for all because of the global health problem brought about by the COVID-19 pandemic, which shifted the usual daily activities of society (Wilkins, 2020). It has an unfavorable outcome on our economy and society, which has led to remarkable alterations in how businesses perform and consumers respond to global issues related to pandemic-related happenings, as stated by Donthu and Gustafsson (2020).

The majority of the outstanding economies around the world enforced a total lockdown and shifted their offerings in response to the demand for basic products and services. This happening reduces the demand for some unnecessary products and services. The business production and operations management facing this pandemic crisis urge businesses to align and redesign business policy and strategies for enhancing the flexibility and sustainability of the business scheme, specifically in handling future disruptions (Kumar et al., 2020). This pandemic certainly causes financial difficulty to various business industries forcing them to reduce or even shut down their business operation as such customers have changed their consumption patterns (Donthu, 2020).

The pandemic outbreak of COVID-19 has prompted several organizations to contribute to the utmost disruption of trade in most business sectors. Donthu and Gustafsson (2020) emphasized that there are several short-term obstacles facing business operations like those related to health, the safety of the workplace, the allocations of financial resources, supply chain, production, and marketing of products and services. Lord (2020) stated that the spread of the pandemic created a domino effect in various sectors all across the world, impeding almost every business transaction as it required additional government regulations and mitigating factors to control the spread of this pandemic. The study of Akpan et al. (2021) emphasizes that the digitalization of business transactions and distant operation is critical for the survival of the business, especially during these challenging times.

Bokolo and Sobah (2021) pointed out that firms' survival is linked with digital partnerships, whereby companies must create strategic alliances that allow the businesses to share capabilities to thrive in this pandemic. Allowing entities to work together and recognize their insufficiency would be a great advantage and would ensure firms' survival during this pandemic crisis (Sharma et al., 2020). In addition, in the study of Harel (2021), the author emphasized that businesses have to consider innovating business processes to keep their operations viable and withstand the challenges of the pandemic and consider these things as an opportunity for the business to respond to customer needs continually. In the study of Adam and Alarifi (2021), the authors stated that SMEs' innovative performances provided favorable outcomes for their business operations through actions of these entities that were more focused on keeping the business pace to sustain its operation amidst the pandemic than keeping an eye on how their business was performing.

However, successfully navigating these obstacles will not ensure a bright future or secure business operations unless disruption management is properly planned and implemented to address potential challenges and opportunities in both the short and long-term effects of this COVID-19 pandemic crisis (Donthu & Gustafsson, 2020). In addition, many businesses are not ready and have not foreseen the pandemic crisis outbreak. Bokolo and Sobah (2021) stated that this unfavorable happening causes major disruptions to business operations for both short-term and long-term objectives. Thus, a pandemic crisis disrupts the business operations, forcing them to change the certain and usual way of providing delivery and services (Nagar, 2020).

The study by Kumar et al. (2020) emphasized that the global system of development and supply chain is largely disrupted. Most industrial managers and policymakers are looking for suitable solutions and strategies, such as policies for revamping patterns of production and satisfying customer demand. It can be noted that the authors, Heffron et al. (2021), recognize the importance of flexibility even after the world experiences the COVID-19. Queiroz et al. (2020) accentuated the need and proposed directions to advance the literature on the impacts of epidemic outbreaks on SCs, framing a research agenda for scholars and practitioners working

on this emerging research stream. The authors highlighted that disruption management could have a more complete picture by conducting qualitative in-depth interviews (Macdonald & Corsi, 2013).

Moreover, Ivanov et al. (2014) emphasized the need for further studies of disruption management for adaptability and profitability of the business. Organizations will need to re-evaluate their objectives, roles, and priorities to account for changes, among other shifts, in their clients and rivals (Donthu & Gustafsson, 2020). On the other hand, this COVID-19 pandemic crisis provides enormous opportunities for businesses to engage positively in their policies and programs for corporate social responsibility. Thus, organizations should be able to identify specific actions that would be lucrative and sustainable, thus creating enticing businesses that continuously provide customer value while keeping the business in a competitive position (Ly, 2021).

From this standpoint, the researchers would like to investigate what specific disruption management approach the local businesses employed during the COVID-19 crisis, their challenges and opportunities, and how disruption management helps their business to survive or thrive. Obtaining such information would significantly contribute to enhancing business teaching approaches. Furthermore, the outcomes of this study will provide new ways of doing business for the most widely affected by this pandemic crisis. Integrating disruption management into the local businesses may reduce the gravity of the unforeseen challenges and help them respond appropriately to future opportunities that would radiate into economies of scale across the business industry.

All participants in this study were business owners or managers operating and doing business in the research locale. These ten participants were engaged in specific business transactions for about five years. The participants consisted of seven male and three female business owners. The researchers established contact with the participants through the list provided by the Department of Trade and Industry (DTI) Region XII. All participants were between the ages of 30 to 65 years old and were all residing in Cotabato City. The table below presents other information about the participants.

Table 1: Informants' Profile

PARTICIPANTS	BUSINESS TYPE	THE LANGUAGE USED IN THE INTERVIEW	YEARS IN OPERATIONS	NUMBER OF EMPLOYEES	SEX
MANAGER 1	Pharmacy	English, Tagalog	10	10	Male
OWNER 1	Merchandizing	English, Tagalog	41	5	Male
OWNER 2	Grocery	English, Tagalog	35	35	Male
OWNER 3	Salon	English, Tagalog	20	5	Male
SUPERVISOR 1	Life Plan and Insurance	English, Tagalog	13	10	Female
OWNER 4	Dress Shop	English, Tagalog	21	5	Female
OWNER 5	Salon	English, Tagalog	35	5	Male
MANAGER 2	Department Store	English, Tagalog	16	50	Female
OWNER 6	Car Wash	English, Tagalog	20	5	Male
OWNER 7	Hardware	English, Tagalog	20	10	Male

2. Data Collection and Analysis

As soon as the list of businesses in the area was obtained individual interviews were administered to the respective identified businesses. These interviews took about 20 to 30 minutes. The interviews were conducted in November 2021. During the conduct of the interview, the researchers oriented the participants and emphasized to them that their participation in the study was voluntary and that withdrawal from participation in the interview was permitted and that their identity would be treated with the utmost respect and confidentiality. Moreover, the researchers asked permission from the participants to record the entire conversation so that the exact data that the participants would be sharing would not be altered or changed and that their recall of the data would be accurate.

The researchers started the conversation by asking preliminary questions before going into the main objective of the interview to make the conversation more comfortable from both ends. The researcher also instructed the participants that they could speak either Filipino or English to express their thoughts. The interview started by asking the participants how long they have been in this type of business, how they would describe their business operation during the pandemic, and if they are happy with the current operation of the business. After making the participants feel comfortable, the researchers asked the following questions: 1. What are the challenges and opportunities encountered by their business amidst the pandemic? 2. What disruption management do they employ in their business amidst the pandemic? 3. What is their understanding of disruption management? In some instances, the participants have a different understanding of disruption management as utilized in the study. The researchers explained to them what this variable was all about based on the study's objective. Towards the end of the interview, the researchers asked the participants to share additional thoughts and remarks and assured to show them the interview transcript to confirm their answers. After meeting the required number of participants, the researchers transcribed the data verbatim. Afterward, the researchers listened to the audio recordings several times to ensure that transcriptions were accurate. The repeated ideas were coded accordingly using inductive thematic content analysis to look for repeated themes and patterns. We grouped similar utterances and formulated codes based on the commonality of participants' experiences. As stated in the study of Kiger and Varpio (2020), thematic analysis is a method in which researchers in various stages can administer qualitative analysis most efficiently and acceptably.

3. Results

This section presents the themes or categories from the responses of the participant's point of view to the challenges, opportunities, and disruption management they have experienced amidst the pandemic crisis.

Themes for Challenges

Financial Difficulty

This theme relates to the challenges in relation to Financial Difficulty such as the following: low income sales, shortened store operations, and among others. The participants manifested the various challenges they encountered during this pandemic. Some of participants narrated that they had been facing low sales since customers were reluctant to go out of their houses not unless it was needed. This particular situation affected the sales of the business. Below were some of the participants remarked.

Manager 1 stated that: The Challenges we encountered were the following low sales, delays in the deliveries of supplies and the duty hours of the employees were shorten from regular whole day to a half day.

Owner1 explicitly said that they had to dealt with the price increased initiated by the merchandise suppliers considering the difficulty on the logistical movement of the supplies.

Owner 7 mentioned that the challenges we had encountered was the prices on several items increased and it actually affected the volume of our purchases from the suppliers, another challenge is that we have to deal with was that, our suppliers were also operating through skeletal system and so the deliveries of our orders were also delayed.

Moreover, limited store operations were also aggravated by the imposition of border restrictions that did not allow people from the neighboring municipalities to come in the city, it was manifested in the succeeding shared experiences of the participants

Manager 2 shared her thoughts by saying that the challenging part of the business was the loss of sales or the sales drop and that we need to cut number of our employees as well as complying with LGU's policies. Considering that we cut the number of employees we need to maximize the limited workforce to continue the operation and we also consider of re-assigning employees to other areas to avoid retrenchment.

Owner 7 stated that when the pandemic hit, there were a slew of difficulties, the most serious of which was the lockdown, which prevented us from running our business efficiently because few people were allowed to leave their homes, resulting in decreasing number customers.

On the other hand, aside from the financial difficulty highlighted by the participants another challenging situation were also mention by the participants which is the impeding almost entire business transaction where it challenged their business operation.

Impeding almost entire business transaction

In addition, other participants stated that impeding almost entire business transaction were also experienced during the heights of the pandemic illustrated by core ideas of this theme Thus, it became challenging situation for the business owners during the pandemic which cause them longer days waiting for the deliveries of store

supplies to arrive. This happening also affected their daily operation as they had been encountering shortages in their supplies. Undeniably participants accept the fact that there is nothing they can do but to wait until the supplies arrive in their store. Since the store supplier was also implementing first come first serve basis in responding to their customer.

The challenges encountered by the participants showed that the effect of the long duration of the lockdown created disruptions in all types of businesses as explicitly shared by the participants. This unusual interruption negatively impacted all aspects of the business operation, especially financially, socially, and economically as sales declined considerably during the COVID crisis compared to sales before the pandemic. This narratives were supported by some of the participant's sharing.

Owner 7 mentioned that the challenges we had encountered was the prices on several items increased and it actually affected the volume of our purchases from the suppliers, another challenge is that we have to deal with was that our suppliers were also operating through skeletal system and so the deliveries of our orders were also delayed.

Owner 3 said that: The challenging part of the business operation is meeting our rentals payments as well the regular maintenance fee.

Furthermore, because of the long duration of lockdown sales and collection were affected as firm cannot demand payment from their customers or clients during this time of pandemic. Customers or clients were also affected by this situation as some of them temporarily experienced a drop or loss of income. Notably the restriction on mass gathering under the service industry has been a challenging situation whereby some of the participants in the service industry had to endure certain restrictions regarding the service capacity of their business. Responding to the call of the government, businesses made certain adjustments so that they be allowed to open their doors to their clients. In addition, some of the participants shared that in order for them to sustain their operations, they had to use personal savings.

Owner 1 shared that: we encountered delays of collection on customers' accounts for the reason that they cannot not easily travel from their place because of the restriction and limitation of accessibility. Thus lockdown restrictions affected the number of customers as well as our sales and collections.

Owner 6: Stated that: we experienced crisis in time of pandemic, for 3 months we are closed that time and also bills were running, until now the sales are not that well since the pandemic started aside from the fact that we also follow standard set by the LGU.

Subsequently, customer transaction was limited to essentials. According to one of the participants, during this pandemic, customer concern was to satisfy their basic needs. Considering that the business was operating in a service industry, their operation was really affected. It actually impeded the business operation because fewer clients availed their services, as they preferred to stay home and be safe. Below were some of the participants shared experiences.

Supervisor 1 added that our collection were affected by the lockdown aside from that, some of our clients loss their jobs and that they cannot pay their life plan as they are prioritizing their basic family needs.

Owner 6 shared that, we are having hard times in terms of meeting our regular obligations like payment for utilities for the operation and the salaries of our workers.

While the participants were able to share some thoughts in their challenging times, they also shared the opportunities they had encountered amidst the pandemic crisis.

Themes for Opportunities

The following themes such as pandemic has shifted society's daily activities, customers have changed their consumption patterns; were identified and referred to as the opportunities experienced by the participants. The subsequent narratives are examples to represent the participants' experiences on the opportunities brought about by the pandemic which pushes them to think outside of the box and be able to continually go and seize business opportunities even on trying times, some of the participants judiciously shared their thoughts on these opportunities.

Pandemic has shifted society's daily activities

Supervisor 1, expressly stated that the pandemic helps us in a way by capturing new sales since our clients recognized the value of having life plan during health crisis.

Owner3 emphasized that we really made some ways as our alternative, like we transformed our business offering from salon services we adapt online selling offering food since I also enjoyed cooking and so I took that as an opportunity and pave the way of our online selling.

Owner 5 expressed that the opportunities we had was that **business** linkages help us to gain new customers, as well as allowed us to have access from different check-points and continue our business operation while recognizing government restrictions, responding to clients for home services.

Furthermore, the participants have noticed that some of their customers or clients had changes in their consumption patterns, excerpts of these are presented in the succeeding shared experiences.

Customers have changed their consumption patterns;

Owner 2 implied that the good thing about it , is that we are selling basic goods and it is really part of the basic goods also the LGU purchased in bulk number of goods for their government assistance” ayuda” for the local community.

Owner 3 Generally, we consider that the pandemic might last longer and so we made some ways to be able to offer alternative product offering using the online selling so we can make money even these trying times.

Owner 4 we actually consider the needs of our customer and so from producing dress and gowns, we change to production of face mask sewing using good fabrics to continually make a sale.

Themes for Disruption Management

When the participants were asked about what specific disruption management they employed in their business operation they responded by stating some of their way of managing disruption. The themes such as alter how the business performs, create business alliances, and engage in flexible and sustainable business as shared by the participants were associated with disruption management. This section represents the different themes that explicitly describe by the participants pertaining to disruption management.

Alter how the business performs

Some of the participants stated that, they have initiated actions such as communicating with other store branches to be able to respond and provide for the needs of their customers. To continually serve their customers, they must find another course of action to avoid disruption in their operation. In addition, the idea of providing grace period on clients to avoid lapses on their accounts was referred to as another way of managing disruption of the business operation in which, as stated by one of the participants that instead of penalizing the customers for not paying their regular obligation, the business provided them an extension on time where they could be able to pay their payables in that way both business and clients will have the continuity of their business transaction. Some of the responses pertaining to this theme were presented below. Manager1: Due to the delays in the deliveries of stock we seek some help from other local branches as well as other agents to help us.

Supervisor 1 uttered that: We have provided grace period on clients just to avoid lapses on the payment of their account.

On the other hand, create business alliances were also identified as one of the theme for disruption management as it was considered a strategy injected by some business owners enabling them to manage the disruption of their operation. This particular way provided them the opportunity to do business as usual. Furthermore, some participants stated that business linkages help them to have more customers and access different check-points and restrictions.

Create business alliances

Owner3 said that : another way of disruption management was posting our services in social media like Facebook and shifting business type to another was our alternative to managed the disruption on our business this pandemic enable us to sell and deliver food to our online customers Owner 4 happily shared that, business linkages help us to have more customers, access from different check-points and restriction.

Lastly, business owners shared that they had to adapt flexible and sustainable business operation to be able to continually operate their business this particular notion are reflected from the the shared experiences of the participants.

Engage in flexible and sustainable business.

Manager 2: shared that: We have to integrate the skeletal system in our operation. Maximized the limited workforce to continue the operation also we did re-assigning of employees to other areas to avoid retrenchment.

Owner 7 specified that: Changes were made from the normal operation from 7 am to 5 pm when the pandemic strikes operation were adjusted from 10 am to 5pm.

Owner 2, since some of our workers were residing outside of the area and that restriction upon entry is highly monitored, we decided to have skeletal work design maximizing our workers residing within the area so that we can still continue our business operation.

Owner 6 stated that; we also follow standard procedure before we conduct service to our customers like following the safety protocol to avoid possible problems

One of the participant stated that they had to utilized even the save money of their family set aside for their own need in order to facilitate and support the operation of the business as well as their workers.

Owner 4 emphasized that: to manage the disruption we were force to use our business and family savings to support the employees and their families so we can continue our business operation.

4. Discussion

Participants manifested their thoughts on what challenges and opportunities encountered by their business amidst the pandemic? Predominantly, participants stated that the business faced financial difficulty thus, the pandemic certainly causes financial challenges to various business industries forcing them to reduce or even shut down their business operation as business owners hardly managed the unfavorable happenings brought by the Covid19 pandemic in the global set up. As the participants commonly shared that having low sales really affect their financial liquidity, thus some of them stated that, they are having hard times meeting their business obligations, as mention by some of the participants that one of the challenging part of the business operation is the financial difficulty. Whereby the unusual interruption negatively impacted all aspects of the business operation, especially in the areas of financial, social, and economic status of the business operation. Sales declined considerably during the COVID crisis compared to sales before the pandemic.

This roller coaster of economic activities somehow created a fluctuation in the revenue of the various businesses in the locality. Subsequently, these findings were associated with the different challenges experience by the businesses in the area and so this pandemic created financial difficulty for them. Accordingly, participants have to embrace it and continually go with the daily operation of their business even though they have been encountering different challenges while fulfilling their purpose in the community. Donthu and Gustafsson (2020). Aside from financial difficulty encountered by the business owners the idea which is also pointed out was the notion that they had to recognized the negative impact of this pandemic which resulted to impeding business transactions and the long duration of the lockdown impacted the usual business operation. Thus the theme impeding almost entire business transaction taken from the study of (Lord, 2020, p.2) emphasized that the impact of pandemic resulted in the distortion of business process leading to more challenges in terms of the viability of the business which is trying to integrate all other government additional regulations to keep the business operation incongruent with the rules of the government on COVID-19 protocols.

On the other hand though it is recognizable that the pandemic has been remarkable in terms of the challenges in the business operation, it also provided business opportunities for various business like the theme crafted out of the shared experiences of the participants like Pandemic has shifted society's daily activities business owners consider this as an opportunity for them to divert their usual business operation as it opens another door for options of redirecting their financial resources into new product or service offering. Such fresh idea provided them to seized opportunities to do something unusual amidst the pandemic keeping the viability of the business specially during this trying times ,thus it can be a reflection of the study of Harel (2021) stating that businesses have to consider innovating business processes to keep their operations viable and withstand the challenges of the pandemic and consider these things as an opportunity for the business to respond to customer needs continually while sustaining the business operation.

The same notion is also stated in the study of Adam and Alarifi (2021), that SMEs' innovative performances provided favorable outcomes for their business operations, thus actions like this of the entities is a manifestation of responsiveness of the business focusing on keeping the business pace to sustain its operation amidst the pandemic keeping an eye on how their business will perform.

Participants commonly shared that customers have changed their consumption patterns thus, this was also considered as an opportunity for the business owner to respond to, This pandemic certainly causes financial difficulty to various business industries forcing them to reduce or even shut down their business operation as such customers have changed their consumption patterns (Donthu ,2020). In connection to this business

owner's recognition of the impact on the changes in customer consumption patterns have help them in redesigning their business offering which in turn provided them new ways of doing business.

Subsequently, participants shared their experiences on how their business managed the impact of disruption and what course of action they have employed to be able to mitigate the unfavorable effect of this disruption, majority of them responded and stated that they had actually experienced the following like altering how the business performs, as stated in the study of Donthu and Gustafsson (2020) that it has an unfavorable outcome on our economy and society, which has led to remarkable alterations in how businesses perform and consumers respond to global issues responding to the pandemic-related happenings. It generated a notion that for business to survive and continually exist in the business world, it has to be certain in terms of creating a

In addition, create business alliances is another way of managing the disruption recognizing that "business linkages" play a vital role in sustaining and building business partners specially in this challenging times this timely strategy injected by some business owners enables them to effectively and efficiently manage the disruption on their business operation in this way businesses were able to do the business as usual. Moreover, business which try to connect and strengthen their market presence through business linkages or collaboration will eventually pave the way for expanding their market presence through linkages and access to different customers touch points this findings supports the study of Bokolo and Sobah (2021) which pointed out that a firm's survival is linked to digital partnerships. Companies must create strategic alliances that allow businesses to share capabilities to strive in during the pandemic. Indeed, businesses uniting themselves may have been able to manage the adverse effects of the pandemic crisis. As such, they strengthened their market presence by capacitating their business operation by taking and recognizing the strength of their alliances. Moreover, allowing entities to work together and acknowledge their insufficiency would be a great advantage and firms' survival during this pandemic crisis is at stake; in the field of business, uncertainty is part of the game plan (Sharma et al., 2020).

Another remarkable disruption management employed by the business owners is engaging in flexible and sustainable business this kind of course o action is a reflection of the study of Kumar et al. (2020) stating that businesses must be able to foresee the possibilities of disruptions in the business transactions and create actions that would appropriately respond to the challenges and minimize their negative effects by incorporating flexible marketing programs to keep and sustain the viability of the business operation. It can be noted from the authors Heffron et al. (2021) that the role of flexibility in the light of covid-19 pandemic and beyond is at stake; given the fact that the business has a roller coaster ride, it must be continuously innovate with flexible alternatives that will lessen if not eradicate the unfavorable events in the future taking proactive plans will be more advantageous for the business survival in the future.

5. Conclusion: Implication of Disruption Management on Businesses

Though various participating businesses were able to describe strong elements of the challenges like: financial difficulty and impeding almost entire business transaction undeniably it provided them determinations to find ways to be able to survive this trying times and seek opportunities and seized actions that will help them navigate unfavorable situation in the world of business. These opportunities were describe by the participants as the following: pandemic has shifted society's daily activities and Customers have changed their consumption patterns, responding to these opportunities greatly and positively affects the game plan of the business operation as business owners shifted their usual product and service offering realizing that there are ways of making positive change if only business owners are keen and ready to accept challenges and make suitable changes.

On the other hand these are the shared experiences of the participants on the specific disruption management they have employed during this trying times: alter how the business performs, create business alliances lastly engage in flexible and sustainable business. This following mechanism employed by the business owners have help them in mitigating negative impact of the covid-19 pandemic looking into this unfavorable situation it really make sense that business owners must be strong enough to realized challenging times and be able to create positive change while embracing difficulty along the way, The advent of COVID-19 in all aspects of social, economic among others disrupts how the global community responded to the situation. It created a domino effect on all daily activities of the individual. Compounding effect is also recognizable in various areas of the community, both local and international set-ups. The study's finding represents only a few business sectors as it considers few participants. However, initial thoughts shared by the study participants shed light on what challenges as well as various opportunities have encountered by the business owners amidst the pandemic. Though participants of the study came from various industries, they had almost the same experiences as the challenges, opportunities they had encountered during the pandemic crisis. Like any descriptions, though there were hardships, the participants also responded to opportunities as they have discovered new ways of doing business that despite uncertainties, businesses could adapt to changes, utilize alternative resources, and adopt flexibility in doing things from another perspective these challenges and opportunities provided the

business owners in designing a distinctive disruption management employed in the business operation as presented in the study of Lord (2020) stating that the spread of the pandemic created a domino effect in various sectors worldwide, impeding almost entire business transactions as it requires additional government regulations and different mitigating factors for controlling the spread of this pandemic. Considering the study of Revilla and Sáenz (2014), challenges may differ in various countries; however, the application of disruption management practices is universal.

It is essential that this global experience brought about by the covid-19 be viewed as universal as its affects, especially in business parlance. It may have different ways of doing and operating business. However, it boils down to business survival and recognizing the essential part of customers in the sustainability of the business life. Recognizing the contribution of Ivanov et al. (2014), they stressed the need for further studies on disruption management for adaptability and profitability of the business. Organizations will need to re-evaluate their objectives, roles, and priorities to account for changes, among other shifts in their clients and rivals. Like in the earlier presentation of the findings of Donthu (2020) that customer consumption has changed, it is far better that business entities should be able to make certain enhancements on managing disruption by taking into account the added value for the stakeholders of the business community.

Furthermore, the study by Queiroz et al. (2020) emphasized the need and proposed directions to advance the literature on the impacts of the epidemic outbreaks on SCs, framing a research agenda for scholars and practitioners working on this emerging research stream has paved the way to make this study contribute to the new body of knowledge in the field of disruption management. Likewise, Macdonald and Corsi (2013) highlighted that disruption management could have a complete picture by conducting qualitative in-depth interviews. Responding to this call of conducting disruption management by utilizing the qualitative method provides a window for the local businesses of Cotabato city to share their own experiences of this global covid-19 pandemic with the hope to be able to contribute to the various shared stories of the business disruption management taken from their business lenses. By listening to the various experiences of the local businesses in the area, the study would like to emphasize the government's role in capitalizing and revitalizing the business spirit by providing local businesses with new knowledge, training along with other provisions that will help businesses catch up with the new trend in doing business having so, it will create empowerment not just for the good of the businesses but for the entire community as it will generate new perspective that will eventually elevate life conditions of the entire humanities involved in striking a balance for the eco system fitted for the all both for economic and social perspective.

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