

Crop Agricultural Supply Operations of a Medium Enterprise in Pangasinan

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Abstract. Crop agricultural supply enterprises play a vital role in supporting agricultural productivity and food security by ensuring the continuous availability and efficient distribution of quality agricultural inputs to government agencies, agricultural cooperatives, retailers, and farmers. Their operational effectiveness influences business sustainability and the overall agricultural value chain. This study assessed the crop agricultural supply operations of LM Arenas Agri-Products Corporation, a medium-sized agricultural supply enterprise in Manaoag, Pangasinan. Specifically, it evaluated the corporation's organization and management, technical operations, distribution and marketing, and financial performance; identified operational factors limiting business performance; and developed strategic directions to improve operational efficiency, competitiveness, and long-term sustainability. A descriptive case study research design was employed using structured interviews with the Chief Executive Officer, direct observation of business operations, documentary analysis, and examination of audited financial statements covering 2023–2025. Financial performance was analyzed through vertical analysis, horizontal analysis, and profitability ratios, including Gross Profit Margin, Net Profit Margin, and Return on Assets. Findings revealed that the corporation has established a functional organizational structure, standardized operational procedures, efficient technical operations, and a relationship-based business-to-business distribution network that has supported its continued operations for seventeen years. Financial results showed that net sales increased by 61.47% in 2024 before declining by 29.49% in 2025, while profitability improved through effective cost management. Despite these strengths, operational limitations were identified in employee development, manual inventory systems, warehouse and logistics capacity, dependence on government procurement, limited digital marketing initiatives, and the absence of formal budgeting and cash flow forecasting. The study provides practical strategic directions that may strengthen operational performance and sustainable business growth among agricultural supply enterprises in the Philippines.

Keywords: agribusiness management; agricultural supply operations; financial performance; operational efficiency; supply chain management

Introduction

The agricultural sector remains one of the fundamental pillars of the Philippine economy, contributing significantly to food security, employment generation, and rural development. The continuous availability of quality agricultural inputs, including certified seeds, fertilizers, pesticides, planting materials, farm equipment, and other essential farm supplies, is necessary to support agricultural productivity and sustainable crop production. Efficient agricultural supply operations therefore play an important role in strengthening the agricultural value chain by ensuring that these inputs are procured, stored, distributed, and delivered to end users in a timely and reliable manner.

Agricultural supply enterprises serve as important intermediaries connecting manufacturers, distributors, government agencies, agricultural cooperatives, retailers, and farmers. Their responsibilities

extend beyond product distribution because they must maintain efficient organizational management, technical operations, logistics coordination, customer service, and financial sustainability while responding to changing market conditions and government procurement requirements. As competition within the agricultural supply industry continues to increase, enterprises must continuously improve their operational practices to remain efficient, competitive, and responsive to customer needs.

Medium-sized agricultural supply enterprises contribute significantly to regional agricultural development by providing reliable access to essential farm inputs for institutional and private customers. However, despite their contribution to agricultural productivity, limited case-based studies have comprehensively examined the operational practices of medium-sized crop agricultural supply enterprises in the Philippine setting. Existing studies frequently focus on agricultural production, agribusiness development, supply chain management, or financial performance independently rather than evaluating the interrelationship among organizational management, technical operations, distribution and marketing, and financial performance within a single enterprise.

LM Arenas Agri-Products Corporation, located in Barangay Matolong, Manaoag, Pangasinan, is a medium-sized agricultural supply enterprise established in 2009. The corporation distributes certified seeds, fertilizers, pesticides, planting materials, and other agricultural supplies to government agencies, local government units, agricultural cooperatives, retailers, and farmers throughout Region I and nearby provinces. Its continued business operations, participation in government procurement activities, and established distribution network provide an appropriate setting for examining the operational practices of a medium-sized agricultural supply enterprise.

This study assessed the crop agricultural supply operations of LM Arenas Agri-Products Corporation in Manaoag, Pangasinan. Specifically, it aimed to evaluate the corporation's organization and management, technical operations, distribution and marketing, and financial performance; identify the operational factors limiting business performance; and develop strategic directions to improve operational efficiency, competitiveness, and long-term sustainability. The findings are expected to provide practical guidance for business managers, agricultural supply enterprises, researchers, and future scholars by contributing evidence-based insights into operational improvement and sustainable agribusiness management.

Literature Review

Crop Agricultural Supply Operations

Agricultural supply operations involve the coordinated procurement, storage, inventory management, transportation, and distribution of agricultural inputs required by farmers and institutional buyers. Effective supply operations ensure product availability, timely delivery, efficient logistics, and customer satisfaction while supporting the continuity of agricultural production. Studies on supply chain management emphasize that the integration of procurement, warehousing, distribution, and logistics contributes to improved organizational performance and operational efficiency (Chopra & Meindl, 2019; Christopher, 2022; Monczka et al., 2020). In agricultural enterprises, operational effectiveness depends on the ability to coordinate suppliers, maintain adequate inventory, manage warehouse facilities, and deliver products efficiently to customers. Heizer et al. (2023) emphasized that efficient operations management improves productivity and organizational responsiveness, particularly in businesses that rely heavily on inventory movement and logistics. Similarly, agricultural supply enterprises must continuously adapt their operational systems to changing customer demand, technological developments, and supply chain challenges to maintain competitiveness and long-term sustainability.

Organization and Management

Organization and management play a critical role in establishing efficient business operations through clearly defined organizational structures, administrative policies, employee development, leadership, and performance management. Daft (2021) explained that effective organizational structures promote accountability, coordination, and efficient decision-making by clearly defining functional responsibilities within an organization. Likewise, Armstrong and Taylor (2023) highlighted the importance of employee development, performance evaluation, succession planning, and workforce capability in sustaining organizational growth and improving business performance. For medium-sized enterprises, strong organizational management contributes to operational consistency by ensuring that employees understand their duties, business procedures are standardized, and managerial decisions are implemented effectively. These practices provide the foundation for maintaining operational stability while supporting continuous organizational improvement.

Technical Operations and Logistics

Technical operations encompass procurement, receiving and inspection, warehousing, inventory management, quality control, order processing, loading, and product distribution. These activities directly influence the efficiency with which agricultural supplies move from suppliers to customers. Christopher (2022) emphasized that logistics integration is essential in improving supply chain responsiveness and ensuring efficient product movement across distribution networks. Inventory management remains particularly important because inaccurate inventory records and limited warehouse capacity may affect product availability and operational efficiency. Richards (2021) discussed the importance of effective warehouse management in improving storage utilization, inventory accuracy, and cost efficiency. Heizer et al. (2023) further emphasized that the adoption of modern operational technologies strengthens inventory visibility and improves decision-making within supply chain operations. These studies indicate that digital inventory systems and improved logistics practices can enhance the operational capability of agricultural supply enterprises.

Distribution and Marketing

Distribution and marketing determine how agricultural supply enterprises reach customers, maintain business relationships, and expand market opportunities. Relationship marketing is particularly relevant in business-to-business settings because sustained exchange relationships can support cooperation, customer retention, and long-term business performance. Recent scholarship continues to apply and extend the commitment-trust perspective in contemporary relationship marketing. Badrinarayanan and Ramachandran (2024) reviewed relationship marketing research through the commitment-trust framework and emphasized its continuing relevance across supplier, buyer, lateral, and internal relationships. Similarly, Chen et al. (2022) found that relationship commitment and trust remain important mechanisms in relationship marketing, particularly in digitally mediated customer relationships. Contemporary marketing literature likewise emphasizes the increasing importance of digital marketing in expanding customer reach and strengthening business competitiveness. Kotler et al. (2022) explained that traditional relationship marketing can be complemented by digital marketing strategies that improve customer engagement and market visibility. Chaffey and Ellis-Chadwick (2022) similarly highlighted the role of online marketing platforms in improving communication, customer interaction, and market accessibility. These studies suggest that agricultural supply enterprises may strengthen their competitiveness by combining relationship-based marketing with appropriate digital marketing initiatives.

Financial Performance

Financial performance reflects an enterprise's ability to utilize organizational resources efficiently while maintaining profitability and long-term financial sustainability. Financial statement analysis provides important information regarding operational performance by examining trends in sales, profitability, and resource utilization. Brigham and Ehrhardt (2022) explained that profitability indicators such as Gross Profit Margin, Net Profit Margin, and Return on Assets provide useful measures for evaluating operational efficiency and financial management. Vertical and horizontal analyses further assist organizations in identifying financial trends and evaluating changes in financial performance across reporting periods. Through these analytical tools, business managers are able to assess revenue movements, cost management effectiveness, profitability improvement, and overall organizational growth. Financial analysis therefore complements operational assessment by providing quantitative evidence that supports strategic decision-making and resource planning.

Methodology

Research Design

This study employed a descriptive case study research design to assess the crop agricultural supply operations of LM Arenas Agri-Products Corporation, a medium-sized agricultural supply enterprise located in Barangay Matolong, Manaoag, Pangasinan. The study adopted the descriptive case study approach because it enables an in-depth examination of a single organization within its actual business environment and provides a comprehensive understanding of organizational practices, operational processes, and business performance (Yin, 2018). Principles of descriptive qualitative inquiry were likewise applied in examining the corporation's management systems and operational practices through interviews, observations, and documentary analysis (Creswell & Creswell, 2018). The research focused on four operational dimensions: organization and management, technical operations, distribution and marketing, and financial performance. These operational areas were examined to determine the corporation's strengths, identify factors limiting business performance, and formulate strategic directions for operational improvement and long-term sustainability.

Research Locale

The study was conducted at LM Arenas Agri-Products Corporation located in Barangay Matolong, Manaoag, Pangasinan. The corporation is engaged in the distribution and marketing of agricultural supplies, including certified seeds, fertilizers, pesticides, planting materials, farm equipment, and other agricultural inputs. It serves government agencies, local government units, agricultural cooperatives, retailers, and individual farmers throughout Region I and nearby provinces. The research locale was selected because the corporation has maintained continuous business operations since its establishment in 2009 and possesses organizational records, operational documents, and audited financial statements necessary for conducting a comprehensive case study on agricultural supply operations.

Research Participants

The key informant of the study was the Chief Executive Officer (CEO)/President of LM Arenas Agri-Products Corporation. The CEO served as the principal informant because of his comprehensive knowledge of the corporation's organizational structure, managerial practices, procurement activities, operational procedures, marketing strategies, logistics operations, and financial management. Additional operational evidence was obtained through direct observation of the corporation's business facilities and day-to-day operations, including warehouse activities, inventory handling, procurement procedures, product receiving, distribution activities, loading operations, and logistics practices. Documentary records were likewise examined to validate and supplement the information obtained from the interview and observations.

Research Instrument

The study utilized both primary and secondary sources of data. Primary data were gathered through a structured interview guide and an observation checklist prepared by the researcher. The structured interview guide was designed to obtain information relevant to the study objectives, particularly regarding organizational management, technical operations, distribution practices, marketing strategies, operational challenges, and business improvement initiatives. The observation checklist was used during the examination of warehouse operations, inventory management practices, procurement procedures, logistics activities, and other daily business processes. Secondary data were obtained from company documents and organizational records, including administrative policies, operational reports, inventory records, procurement documents, marketing information, and audited financial statements covering the years 2023, 2024, and 2025. These documentary sources provided objective evidence for evaluating the corporation's operational practices and financial performance.

Data Gathering Procedure

Prior to data collection, permission to conduct the study and access company records was obtained from the management of LM Arenas Agri-Products Corporation. Upon approval, the researcher conducted a structured interview with the Chief Executive Officer to gather information regarding the corporation's organizational management, technical operations, distribution and marketing practices, financial management, and operational challenges. Direct observation was subsequently conducted within the business premises to examine actual operational activities involving procurement, receiving and inspection, warehousing, inventory monitoring, loading, product distribution, and customer service processes. Documentary analysis was also performed using relevant organizational records and audited financial statements to validate interview responses and provide supporting operational and financial evidence. The collected qualitative information from interviews, observations, and documentary review was organized according to the four operational dimensions of the study. Financial data from the audited financial statements were analyzed using vertical analysis, horizontal analysis, and profitability ratio analysis, specifically Gross Profit Margin, Net Profit Margin, and Return on Assets, to evaluate the corporation's financial performance during the three-year period. The results were then synthesized and interpreted to identify operational strengths, business limitations, and strategic directions for improving organizational efficiency and long-term sustainability.

Results and Discussions

Organization and Management

The assessment revealed that LM Arenas Agri-Products Corporation has established a functional organizational structure that supports effective coordination, accountability, and decision-making across its business operations. The corporation is governed by a Board of Directors headed by the Chief Executive Officer (CEO)/President, with clearly defined functional positions responsible for human resource management, administration, accounting, procurement, warehousing, logistics, and customer service. The existing organizational hierarchy enables management to assign responsibilities effectively while maintaining

centralized supervision over business operations. Administrative policies governing attendance, work schedules, inventory handling, procurement procedures, customer transactions, and operational reporting further contribute to the orderly implementation of organizational activities.

Table 1. Summary of Organization and Management Assessment

Operational Aspect	Major Findings	Operational Implication
Organizational Structure	Functional organizational hierarchy	Clear authority and accountability
Human Resource Management	Defined positions and responsibilities	Efficient task delegation
Administrative Policies	Existing policies on attendance, procurement, inventory, and customer service	Standardized business operations
Decision-Making	Centralized through top management	Faster organizational control

The findings indicate that the corporation has established an organizational system that supports operational stability and effective coordination among functional units. A clearly defined organizational structure minimizes duplication of responsibilities while facilitating communication across departments. Likewise, the implementation of standardized administrative policies contributes to operational consistency and organizational discipline. Despite these strengths, the assessment identified several organizational limitations that may affect long-term business sustainability. Employee development programs remain limited, statutory benefits are not uniformly comprehensive, and formal performance evaluation and succession planning systems have yet to be institutionalized. These conditions may influence employee motivation, retention, leadership continuity, and organizational capability. Strengthening human resource development initiatives would therefore enhance employee competence while supporting sustainable organizational growth. The findings support the view of Daft (2021) that clearly defined organizational structures facilitate coordination, accountability, and operational efficiency. Likewise, Armstrong and Taylor (2023) emphasized that employee development, performance management, and succession planning are essential organizational practices that enhance workforce capability and long-term organizational sustainability. The absence of these practices in the corporation therefore represents an opportunity for organizational improvement.

Technical Operations

The technical operations of LM Arenas Agri-Products Corporation consist of procurement, receiving and inspection, warehousing, inventory management, order processing, loading, distribution, and quality control. The corporation has established supplier relationships and standardized operating procedures that facilitate the efficient movement of agricultural products from procurement to customer delivery. These operational practices ensure product availability and support the corporation's participation in government procurement projects and commercial transactions.

Table 2. Technical Operations Assessment

Operational Component	Existing Practice	Assessment
Procurement	Accredited suppliers	Efficient
Receiving and Inspection	Product verification	Effective
Warehousing	Organized storage system	Functional
Inventory Management	Manual inventory monitoring	Needs improvement
Distribution	Company-owned delivery vehicles	Reliable
Quality Control	Product inspection procedures	Satisfactory

The findings demonstrate that the corporation has developed an organized technical operations system capable of supporting day-to-day business activities. Supplier accreditation, systematic receiving procedures, warehouse management, and quality inspection contribute to the efficient distribution of agricultural supplies to customers throughout Region I and nearby provinces. However, operational constraints remain evident. Inventory monitoring continues to rely largely on manual recording systems, warehouse storage capacity is limited during peak operational periods, and delivery vehicles require regular maintenance due to prolonged utilization. Furthermore, government procurement activities require extensive documentation and compliance procedures, increasing administrative workload and processing time. These

findings suggest opportunities to improve operational efficiency through digital inventory systems, warehouse expansion, logistics modernization, and process automation. The adoption of digital technologies has been shown to improve inventory visibility, operational efficiency, and supply chain responsiveness in agribusiness and logistics operations (Heizer et al., 2023). While Christopher (2022) emphasized the importance of logistics integration, the present case demonstrates that operational efficiency can still be achieved despite limited digital infrastructure. However, continued reliance on manual inventory systems may constrain future scalability.

Distribution and Marketing

LM Arenas Agri-Products Corporation has established a stable distribution and marketing network serving government agencies, local government units, agricultural cooperatives, retailers, and private agricultural enterprises. The corporation primarily utilizes a business-to-business (B2B) marketing strategy supported by relationship marketing, competitive pricing, reliable product availability, timely delivery, and responsive customer service. Long-term business relationships and continued participation in government procurement have contributed significantly to customer retention and organizational growth.

Table 3. Distribution and Marketing Assessment

Marketing Component	Existing Practice	Operational Effect
Target Market	Government agencies, cooperatives, retailers, farmers	Stable customer base
Marketing Strategy	B2B relationship marketing	High customer retention
Pricing	Competitive	Supports market competitiveness
Distribution	Direct delivery	Timely product availability
Customer Service	Responsive after-sales support	Customer satisfaction

Analysis of the data indicates that relationship marketing has enabled the corporation to establish long-term partnerships with institutional buyers. Reliable product quality, competitive pricing, and dependable delivery services have strengthened customer confidence and reinforced the corporation's position within the agricultural supply market. Nevertheless, the corporation remains heavily dependent on government procurement and institutional buyers, exposing it to fluctuations in public procurement activities. Digital marketing initiatives remain limited, with no dedicated corporate website or integrated online marketing platform. This finding indicates that the corporation has yet to fully leverage digital technologies that can expand customer reach, strengthen customer engagement, and improve business competitiveness (Kotler et al., 2022; Chaffey & Ellis-Chadwick, 2022). Likewise, Kotler et al. (2022) emphasized that digital marketing complements traditional relationship marketing by expanding customer reach and improving market competitiveness.

Financial Performance

Financial statement analysis revealed that LM Arenas Agri-Products Corporation maintained stable financial performance throughout the three-year period despite fluctuations in annual sales. The corporation demonstrated effective cost control and resource utilization, allowing profitability to improve even during periods of declining revenue.

Table 4. Summary of Financial Performance (2023–2025)

Financial Indicator	2023	2024	2025
Net Sales	₱100,861,541.50	₱162,863,617.67	₱114,846,678.31
Gross Profit Margin	10.99%	8.15%	11.00%
Net Profit Margin	3.20%	2.75%	4.08%
Return on Assets	11.19%	11.04%	10.44%
Net Income	₱3.23 M	₱4.48 M	₱4.65 M

Financial analysis showed that sales increased by 61.47% between 2023 and 2024 before declining by 29.49% in 2025. Despite this decrease, profitability improved because of prudent cost management. Gross Profit Margin increased to 11.00% in 2025, while Net Profit Margin improved to 4.08%, indicating enhanced operational efficiency. Return on Assets remained above 10% throughout the study period, demonstrating effective utilization of corporate resources. In addition, total assets increased substantially from ₱28.87 million

in 2023 to ₱44.57 million in 2025, reflecting continued organizational growth and investment. Although the corporation demonstrated favorable financial performance, several opportunities for improvement remain. The absence of formal budgeting and cash flow forecasting systems may limit long-term financial planning, while increasing logistics and operating costs continue to affect profitability. Developing comprehensive financial planning and investment policies would strengthen resource allocation, improve financial sustainability, and enhance the corporation's capacity to respond to future business challenges. The financial results indicate effective utilization of organizational resources and prudent financial management. According to Brigham and Ehrhardt (2022), profitability ratios such as Gross Profit Margin, Net Profit Margin, and Return on Assets provide important indicators of operational efficiency and financial sustainability.

Ethical Considerations

Ethical considerations were observed throughout the conduct of the study. Permission to conduct the research and access company records was formally obtained from the management of LM Arenas Agri-Products Corporation before the collection of data. Information gathered from interviews, observations, organizational documents, and audited financial statements was utilized solely for academic and research purposes. The confidentiality of business information was maintained throughout the study. Sensitive organizational and financial information was presented objectively and only in aggregated or research-relevant form. The researcher ensured that the findings accurately reflected the evidence obtained while observing principles of confidentiality, objectivity, and research integrity.

Conclusion

This study assessed the crop agricultural supply operations of LM Arenas Agri-Products Corporation, a medium-sized agricultural supply enterprise in Manaoag, Pangasinan, by examining its organization and management, technical operations, distribution and marketing, and financial performance. The findings demonstrated that the corporation has established functional organizational structures, standardized operational procedures, reliable distribution practices, and prudent financial management that have enabled the enterprise to sustain its operations and maintain profitability despite fluctuations in annual sales. The study revealed several operational constraints that may affect long-term competitiveness and organizational sustainability, including limited employee development programs, continued reliance on manual inventory systems, warehouse and logistics limitations, dependence on government procurement activities, limited digital marketing initiatives, and the absence of formal budgeting and cash flow forecasting systems. These findings demonstrate that while the corporation possesses strong operational foundations, continuous improvement is necessary to enhance efficiency, adaptability, and long-term business resilience. By integrating organizational management, technical operations, distribution and marketing, and financial analysis within a single descriptive case study, this research contributes practical evidence to the limited body of case-based literature on crop agricultural supply operations in the Philippines. The findings provide useful managerial insights that may assist agricultural supply enterprises in improving operational practices, strengthening strategic decision-making, and supporting sustainable agribusiness growth.

Recommendations

Based on the findings of the study, the following recommendations are proposed to strengthen the operational performance and long-term sustainability of LM Arenas Agri-Products Corporation and provide practical guidance for similar agricultural supply enterprises. First, the corporation should strengthen its human resource management by establishing formal employee development programs, regular skills training, performance evaluation systems, and succession planning initiatives. Providing comprehensive employee welfare and development opportunities may improve employee competence, motivation, retention, and organizational continuity. Second, the corporation should modernize its technical operations through the gradual adoption of a digital inventory management system integrated with warehouse monitoring and delivery tracking. Digitalization may improve inventory accuracy, operational efficiency, product monitoring, and decision-making while reducing reliance on manual recording procedures. Third, warehouse and logistics capability should be enhanced through improved storage utilization, preventive maintenance of delivery vehicles, and long-term planning for warehouse expansion as operational demand increases. Strengthening logistics infrastructure may improve delivery reliability and support the efficient movement of agricultural supplies during peak operational periods. Fourth, the corporation should diversify its market opportunities by strengthening digital marketing initiatives while maintaining its existing relationship-based business strategy. Developing an official corporate website and establishing professional social media platforms may improve market visibility, expand customer reach, and reduce dependence on government procurement activities and institutional buyers. Finally, management should institutionalize formal financial planning practices by

implementing annual budgeting, periodic cash flow forecasting, and structured investment and resource allocation policies. These financial management practices may strengthen strategic decision-making, improve working capital management, and enhance the corporation's capacity to respond to future operational and market challenges.

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