https://doi.org/10.65166/h74rkp41

Journal of Enterprise Strategy & Management Innovation
Volume I, Issue 3, August 2026
ISSN: 3116-4277 (Online)
https://journal.ijhba.com/index.php/jesmi
https://slsipress.com

Editorial

Enterprise Transformation in an Era of Capital Shifts, Technological Change, and Strategic Uncertainty

Shuangxin Chen, PhD

Abstract

This editorial introduces Volume 1, Number 3 (August 2026) of the *Journal of Enterprise Strategy and Management Innovation*, comprising thirteen articles that examine enterprise development across organizational, sectoral, national, and regional contexts. Collectively, the contributions address formal business entry, women's advancement into leadership, human resource technology, capital-market development, foreign investment attraction, consumer behavior, innovation investment, environmental management systems, skills-based digital education, artificial intelligence, digital financial inclusion, global economic shocks, and entrepreneurial sustainability. Despite their methodological and contextual diversity, the studies converge on a common strategic concern: the capacity of enterprises and institutions to transform resources into adaptive capabilities under conditions of technological change, capital mobility, institutional evolution, environmental pressures, and economic uncertainty. The issue highlights the increasing interdependence of human capability, financial systems, technological infrastructure, organizational design, market positioning, and institutional support. Several contributions also situate Philippine enterprise development within the wider ASEAN and Asian economic environment, underscoring the importance of regional comparison and cross-border dynamics. Taken together, the articles suggest that contemporary enterprise strategy increasingly depends not on isolated organizational strengths but on the ability to coordinate multiple capabilities across interconnected economic and institutional systems. This issue therefore advances the journal's continuing focus on enterprise strategy, management innovation, organizational adaptability, entrepreneurship, and the changing architecture of business in emerging and developing economies.

Keywords: *enterprise strategy, management innovation, entrepreneurship, organizational capability, technological transformation, investment, ASEAN, business resilience*

Editorial

The August 2026 issue of the Journal of Enterprise Strategy and Management Innovation brings together studies examining how enterprises, institutions, entrepreneurs, and economies respond to a business environment increasingly shaped by technological change, shifting capital flows, evolving labor structures, institutional conditions, and global economic uncertainty.

Although the articles in this issue span different levels of analysis—from individual consumers and entrepreneurial students to firms, industries, higher education institutions, national economies, and ASEAN comparative settings—they converge around a central concern: **how organizations create, preserve, and reconfigure capability under changing conditions**.

Contemporary enterprise strategy can no longer be understood solely through conventional questions of competitive positioning. Firms and entrepreneurs increasingly operate within interconnected systems in which education, finance, technology, regulation, human capital, infrastructure, environmental management, and international economic developments simultaneously influence organizational outcomes. Strategy consequently becomes not merely the selection of a market position but the continuing process of aligning capabilities with an environment whose opportunities and constraints are themselves changing.

The opening article, **“Education, Income, and the Dynamics of Formal Business Entry in the Philippines: An ARDL Analysis,”** by Andrea Gwyneth Atento, Gay Marie Teodosio, Rhinella G. Mesias, Camille Roxas, and Ramon George O. Atento, examines entrepreneurial formalization through the relationship among education, income, and formal business entry. By using an autoregressive distributed lag approach, the study moves the discussion of entrepreneurship beyond individual entrepreneurial intention and toward the wider socioeconomic conditions that may influence whether businesses enter the formal economy. The article contributes to an important policy and strategic question: increasing entrepreneurial activity does not automatically translate into greater formal enterprise participation unless institutional and economic conditions allow entrepreneurial activity to mature into registered and sustainable businesses.

The relationship between institutional structures and economic participation is extended in **“Closing the Corridor: Women's Advancement into Business Leadership Across the Philippines, Thailand, and Vietnam (2007–2023)”** by Elisa Tabujara, Leah F. Quinto, Andrea Gwyneth Atento, Cherry Ann Marie H. Espelita, and Ramon George O. Atento. By examining women's advancement into business leadership across three Southeast Asian economies, the study positions leadership participation as both an organizational and developmental issue. The article underscores that greater participation in employment does not necessarily produce equivalent representation in positions of organizational authority. The movement from participation to leadership therefore remains an important dimension of inclusive enterprise development.

Human capability within organizations is addressed from another perspective in **“Human Resource Technology and Faculty Performance Management in Higher Education: Evidence from a Chinese Vocational College,”** by Liu Xiaofang and Remedios Magnaye. The study examines the increasing integration of technology into human resource and performance-management systems within higher education. Its setting is particularly relevant because educational institutions simultaneously function as knowledge organizations, employers, and institutions responsible for preparing future human capital. The article illustrates how digital transformation increasingly affects not only production or customer-facing activities but also the internal mechanisms through which organizations evaluate, support, and manage personnel.

Two articles then turn attention toward capital and investment as structural conditions for enterprise development. **“Capital Depth and Entrepreneurial Vitality: Market Capitalization Growth and Cross-Border Investment Flows in the Philippines and ASEAN,”** by Shuangxin Chen, Ramon George O. Atento, Tong Feng, Qianwei Tan, Rey Fernan Refozar, and Lalaine Manalo, examines the relationship between financial-market development, investment flows, and entrepreneurial activity. The article situates entrepreneurship within the larger financial architecture of an economy, emphasizing that enterprise creation and expansion depend partly on the depth, accessibility, and movement of capital.

Complementing this perspective is **“Positioning for Capital: Strategic Investment Attraction Architecture in the Philippines Compared to ASEAN Peers,”** by Ramon George Atento and Cherry Ann Marie H. Espelita. Here, investment attraction is approached as a strategic architecture rather than merely as a consequence of favorable macroeconomic conditions. The study directs attention toward the institutional and strategic mechanisms through which economies position themselves in competition for investment. Together, these two contributions highlight an important distinction: capital availability and capital attraction are related but separate strategic problems. One concerns the depth and movement of financial resources; the other concerns the capacity of an economy to construct conditions that encourage those resources to enter and remain.

At the firm and market level, **“Influence of Consumer Economic Behavior and Brand Perception on Purchasing Decisions in the Honey Industry: Basis for Brand Positioning Framework,”** by Cai Yaxiao, examines how consumer economic behavior and brand perceptions influence purchasing decisions. The study reinforces the continuing relevance of consumer interpretation in competitive strategy. Even as firms increasingly rely on digital analytics and technological systems, markets continue to operate through perceptions of value, affordability, differentiation, credibility, and brand meaning. Effective positioning therefore remains rooted in understanding how customers translate economic considerations and brand signals into purchasing behavior.

Innovation capability receives more direct attention in **"Influence of Innovation Investment on Operational Efficiency and Business Growth of Environmental Protection Companies: Basis for Improved Business Performance Framework,"** by Guan Haizhong. The article examines innovation investment as a strategic organizational resource and its relationship with operational efficiency and business growth. The environmental protection sector provides a significant setting for this inquiry because firms operating in this field encounter simultaneous demands for technological advancement, environmental responsibility, commercial viability, and regulatory responsiveness. Innovation in such contexts cannot be viewed merely as product development; it becomes an organizational mechanism for maintaining relevance and improving performance.

Operational capability is likewise central to **"Environmental Management System Practices and Operational Efficiency Among Manufacturing Companies,"** by Mark Andrew A. Ebora and Evangeline Mendoza. This contribution examines the relationship between environmental management practices and organizational efficiency. Environmental responsibility is sometimes positioned as being in tension with operational performance, particularly when environmental compliance is perceived primarily as an additional cost. The article contributes to the growing strategic discussion in which environmental systems are instead considered part of operational design, risk management, resource efficiency, and long-term organizational capability.

The changing nature of capability is particularly evident in the digital economy. **"From Credentials to Capabilities: Marketing Strategy and Value-Proposition Redesign in the Skills-Based MOOC Economy,"** by Cherry Ann Marie H. Espelita and Ramon George Atento, examines a marketplace in which traditional signals of educational value increasingly coexist with shorter, skills-oriented, and digitally delivered learning alternatives. The study raises a strategic question relevant beyond the education sector: what happens when markets begin evaluating providers less by institutional identity and more by demonstrable capability? The resulting pressure requires organizations to reconsider value propositions, market positioning, and the relationship between established credentials and emerging skills-based signals.

Technology's implications become considerably broader in **"Artificial Intelligence and the Strategic Reconfiguration of Work: A Conceptual Analysis of Substitution, Augmentation, and Organizational Redesign in Manufacturing and Marketing,"** by Gilbert Tolentino, Leah F. Quinto, Cherry Ann Marie H. Espelita, Andrea Gwyneth Atento, and Gay Marie Teodosio. Rather than treating artificial intelligence solely as a mechanism for labor replacement, the article considers substitution, augmentation, and organizational redesign as distinct possibilities. This distinction is strategically important. The organizational consequences of artificial intelligence depend not only on what technologies can perform but on how organizations redesign tasks, decision structures, workflows, and human roles around those capabilities. AI adoption is therefore as much an organizational-design problem as it is a technological one.

Digital transformation also intersects with financial and supply-chain systems. **"Digital Financial Inclusion and Supply Chain Resilience in Manufacturing: A Comparative Analysis Across the Digital Access Divide,"** by Ramon George O. Atento, Leah F. Quinto, Cherry Ann Marie H. Espelita, and Andrea Gwyneth Atento, examines how access to digital financial systems relates to the resilience of manufacturing supply chains. The study draws attention to an often-overlooked dimension of resilience: firms cannot respond effectively to disruption when the underlying financial infrastructure required to transact, obtain liquidity, coordinate payments, or access financial services remains uneven. Digital inclusion consequently becomes relevant not only to household finance or development policy but also to enterprise continuity and supply-chain capability.

The international environment surrounding firms is examined in **"Global Shocks, Local Ventures: Oil Prices, Dollar Strength, and China's Economic Shifts as Determinants of Entrepreneurial Activity in the Philippines, 2006–2022,"** by Ramon George O. Atento, Leah F. Quinto, Cherry Ann Marie H. Espelita, Andrea Gwyneth Atento, Gay Marie Teodosio, Tong Feng, Qianwei Tan, and Shuangxin Chen. The study situates Philippine entrepreneurial activity within broader global economic movements. Oil prices, currency conditions, and developments in a major regional economy can influence domestic enterprises even when those enterprises themselves operate primarily within local markets. Entrepreneurship is therefore embedded within a global economic system in which external shocks can alter costs, financing conditions, demand, competitiveness, and entrepreneurial incentives.

The issue concludes with **"Entrepreneurial Competencies, Enterprise Support Mechanisms, and Startup Sustainability among Entrepreneurial Students in State University and Colleges (SUCs): Basis for Business Incubation Framework,"** by Juvy Delmonte. This study returns the discussion to the entrepreneurial level while emphasizing the interaction between individual capability and institutional support. Entrepreneurial competence alone may be insufficient when young ventures lack mentoring, networks, financing, incubation, or organizational infrastructure. Conversely, support mechanisms may produce limited results when entrepreneurs themselves lack the competencies necessary to convert resources into viable enterprises. Startup sustainability therefore emerges from the interaction of human capability and enabling systems.

Taken collectively, the thirteen articles in this issue suggest that enterprise performance increasingly depends upon **interdependence among capabilities rather than excellence in a single organizational domain**. Entrepreneurial vitality is connected to education and income, but also to capital markets and global economic conditions. Organizational performance depends on human resources, but human-resource systems themselves are increasingly technological. Innovation can support growth, while environmental systems can become part of operational efficiency. Digital finance affects not only financial inclusion but supply-chain resilience. Artificial intelligence changes not merely individual jobs but the architecture of organizations. Investment competitiveness depends not simply on the existence of opportunities but on how countries strategically construct their investment environment.

Several contributions also emphasize the importance of the ASEAN and broader Asian setting. The Philippines appears repeatedly in relation to neighboring economies rather than as an isolated national case. This comparative orientation is valuable because enterprise strategy in Southeast Asia increasingly develops within regional capital flows, supply chains, labor markets, digital ecosystems, and investment competition. National policy remains important, but organizations and entrepreneurs increasingly operate within regional and global systems.

A second theme emerging from the issue is the movement from **resources toward capabilities**. Capital, technology, education, data, human resources, and institutional support possess limited strategic value when they remain merely available. Their significance depends on how effectively organizations transform them into capability. Investment must become productive enterprise. Technology must become improved work systems. Education must translate into entrepreneurial or professional competence. Environmental systems must influence operating practice. Financial access must improve resilience. Institutional support must enable sustainable ventures.

This distinction between possessing resources and developing capabilities may be among the defining strategic challenges confronting contemporary organizations.

The August 2026 issue therefore reflects an understanding of enterprise strategy as a dynamic process occurring across multiple levels. Individual entrepreneurs make decisions within institutions. Firms operate within markets and financial systems. National economies compete within regional structures. Technologies alter the meaning of work and capability. External economic events reshape local opportunities. Strategic management, consequently, increasingly requires the ability to understand these interactions rather than optimize isolated organizational functions.

As the *Journal of Enterprise Strategy and Management Innovation* completes its third issue of its inaugural volume, the studies presented here contribute to an expanding discussion of enterprise development under conditions of technological acceleration, capital mobility, institutional change, environmental responsibility, and economic uncertainty. They also reinforce the importance of combining organizational analysis with wider economic, technological, and institutional perspectives.

The journal remains committed to scholarship that examines enterprises not simply as economic entities but as adaptive systems situated within changing markets, institutions, technologies, and societies. The contributions in this issue demonstrate the breadth of that inquiry while maintaining a common concern with how organizations, entrepreneurs, and economies can develop capabilities that remain viable amid continuing change.

References

Atento, A. G., Teodosio, G. M., Mesias, R. G., Roxas, C., & Atento, R. G. O. (2026). Education, income, and the dynamics of formal business entry in the Philippines: An ARDL analysis. *Journal of Enterprise Strategy and Management Innovation, 1*(3). https://doi.org/10.65166/qntwsr74

Atento, R. G. O., & Espelita, C. A. M. H. (2026). Positioning for capital: Strategic investment attraction architecture in the Philippines compared to ASEAN peers. *Journal of Enterprise Strategy and Management Innovation, 1*(3). https://doi.org/10.65166/wk51kk91

Atento, R. G. O., Quinto, L. F., Espelita, C. A. M. H., & Atento, A. G. (2026). Digital financial inclusion and supply chain resilience in manufacturing: A comparative analysis across the digital access divide. *Journal of Enterprise Strategy and Management Innovation, 1*(3). https://doi.org/10.65166/dg5t7027

Atento, R. G. O., Quinto, L. F., Espelita, C. A. M. H., Atento, A. G., Teodosio, G. M., Feng, T., Tan, Q., & Chen, S. (2026). Global shocks, local ventures: Oil prices, dollar strength, and China's economic shifts as determinants of entrepreneurial activity in the Philippines, 2006–2022. *Journal of Enterprise Strategy and Management Innovation, 1*(3). https://doi.org/10.65166/dyv5eh53

Cai, Y. (2026). Influence of consumer economic behavior and brand perception on purchasing decisions in the honey industry: Basis for brand positioning framework. *Journal of Enterprise Strategy and Management Innovation, 1*(3). https://doi.org/10.65166/6jydse83

Chen, S., Atento, R. G. O., Feng, T., Tan, Q., Refozar, R. F., & Manalo, L. (2026). Capital depth and entrepreneurial vitality: Market capitalization growth and cross-border investment flows in the Philippines and ASEAN. *Journal of Enterprise Strategy and Management Innovation, 1*(3). https://doi.org/10.65166/b4vrsd73

Delmonte, J. (2026). Entrepreneurial competencies, enterprise support mechanisms, and startup sustainability among entrepreneurial students in state university and colleges (SUCs): Basis for business incubation framework. *Journal of Enterprise Strategy and Management Innovation, 1*(3). https://doi.org/10.65166/z3ms4t96

Ebora, M. A. A., & Mendoza, E. (2026). Environmental management system practices and operational efficiency among manufacturing companies. *Journal of Enterprise Strategy and Management Innovation, 1*(3). https://doi.org/10.65166/2vmtw206

Espelita, C. A. M. H., & Atento, R. G. (2026). From credentials to capabilities: Marketing strategy and value-proposition redesign in the skills-based MOOC economy. *Journal of Enterprise Strategy and Management Innovation, 1*(3). https://doi.org/10.65166/rfg01j07

Guan, H. (2026). Influence of innovation investment on operational efficiency and business growth of environmental protection companies: Basis for improved business performance framework. *Journal of Enterprise Strategy and Management Innovation, 1*(3). https://doi.org/10.65166/fh308y59

Liu, X., & Magnaye, R. (2026). Human resource technology and faculty performance management in higher education: Evidence from a Chinese vocational college. *Journal of Enterprise Strategy and Management Innovation, 1*(3). https://doi.org/10.65166/15jp5046

Tabujara, E., Quinto, L. F., Atento, A. G., Espelita, C. A. M. H., & Atento, R. G. O. (2026). Closing the corridor: Women's advancement into business leadership across the Philippines, Thailand, and Vietnam (2007–2023). *Journal of Enterprise Strategy and Management Innovation, 1*(3). https://doi.org/10.65166/cyy5jy77

Tolentino, G., Quinto, L. F., Espelita, C. A. M. H., Atento, A. G., & Teodosio, G. M. (2026). Artificial intelligence and the strategic reconfiguration of work: A conceptual analysis of substitution, augmentation, and organizational redesign in manufacturing and marketing. *Journal of Enterprise Strategy and Management Innovation, 1*(3). https://doi.org/10.65166/bt13jr83