

Pinoy Hilot Evolvability Towards a Global Business Model for Wellness

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Abstract

This study explores the potential global expansion of Pinoy Hilot, a traditional Filipino therapeutic massage system deeply rooted in the country's culture and heritage. The research aimed to investigate the level of organizational culture of Pinoy Hilot, the level of organizational resiliency of Pinoy Hilot, and the level of Pinoy Hilot evolvability. The study also aimed to construct a suitable business model and marketing strategies for its international promotion. Using a quantitative-descriptive research method, data were gathered from eighty-eight respondents in Pasay and Quezon City, Philippines.. The analysis of Pinoy Hilot's organizational culture reveals several key findings across different dimensions. The survey data reveals several key insights into the organizational resilience, agility, and integrity of Pinoy Hilot businesses, with each area showing robust performance metrics. In terms of Pinoy Hilot's evolvability, it indicates a deep knowledge of traditional healing techniques, a commitment to research and education, and effective collaboration with cultural experts, underscoring the organization's dedication to preserving and evolving traditional practices. Therefore, the proposed global business model outlines strategic initiatives to leverage Pinoy Hilot's strengths and capitalize on emerging opportunities in the wellness tourism industry. By establishing Pinoy Hilot as a cultural wellness tourism hub, forging strategic partnerships, leveraging digital platforms, investing in training and certification programs, fostering research and innovation, and promoting community empowerment and sustainability. The model aims to elevate Pinoy Hilot's presence and impact in the global wellness market.

Keywords: *Business and Hospitality Management, Pinoy Hilot Organizational Culture, Organizational Resiliency, Evolvability, Global Business Model, Philippines*

Introduction

The traditional Filipino healing practice known as "Hilot" has gained much attention for its holistic approach to wellness, based on centuries of indigenous knowledge. Pinoy Hilot is a traditional Filipino healing art integrating massage, chiropractic care, and herbal medicine (Villanueva, 2021). In recent years, it has gained popularity to explore how ancient healing arts can continue in the global landscape of wellness. As the global market increasingly embraces alternative medicine and seeks a more sustainable and culturally sensitive approach to health and wellness, Pinoy Hilot stands to gain from an entry into global markets (Global Wellness Institute, 2023).

The ever-increasing demand for innovative and holistic healthcare options around the world provides Pinoy Hilot practitioners with a promising opportunity. With adequate investment in promotion, standardization, and accreditation, the Hilot industry could see a significant boost in its market share within the wellness sector. Thus, there is a pressing need to identify and examine the distinct features of Pinoy Hilot that differentiate it from other

wellness practices, which highlight its unique cultural elements, therapeutic techniques, and holistic approach to healing. Also, the preferences of both local and foreign tourists regarding wellness experiences should be studied, particularly their interest in Pinoy Hilot and its potential appeal as a wellness offering within the tourism sector. There should be an assessment of how Pinoy Hilot can transition from its traditional local context to a global scale, taking into account factors like cultural adaptation, market trends, and regulatory frameworks. To sum it up, this presents a prime opportunity for the integration of Pinoy Hilot into a viable business model for wellness, which emphasizes sustainability, scalability, and profitability.

As demand for holistic wellness modalities continues to rise, investing in the research, preservation, and promotion of Pinoy Hilot holds significant promise for the future success of the practice on the international stage.

Objectives of the Study

The main objective of the study is to explore the interconnected variables of distinct features, methods of entry, evolvability from local to global markets, business model development, and marketing strategies for Global Pinoy Hilot. Through this exploration, the study aimed to provide insights into harnessing the transformative power of Pinoy Hilot to create meaningful wellness experiences and sustainable business growth in the global wellness arena, while preserving its rich cultural legacy. Specifically, it aimed to 1) describe the business profile of Pinoy Hilot; 2) assess the level of organizational culture of Pinoy Hilot; 3) evaluate the level of organizational resilience of Pinoy; 4) determine the level of Pinoy Hilot evolvability; and 5) analyze the significant effect of organizational culture on the level of Pinoy Hilot's evolvability.

Methodology

This study utilized a quantitative research design to examine the evolvability of Pinoy Hilot towards a global business model, justified by the need for empirical, measurable data to provide a comprehensive and objective analysis of various business and organizational dimensions.

Participants and Inclusion Criteria. There are 249 registered spas and wellness centers in the National Capital Region. This is based on the website of TripAdvisor. Since the target population is large, the most appropriate sampling design is cluster sampling. Upon random selection through the use of software, the two cities selected were Quezon City and Pasay. This implies that survey respondents will be taken from wellness centers and spas in Quezon City and Pasay. The analysis indicated that a minimum of 84 respondents was necessary. Given the distribution of wellness centers and spas, the study included a slightly higher number of 88 respondents to account for potential non-responses and ensure robustness. Since there were 62 spas in Quezon City and 26 in Pasay, there were 88 respondents considered in this study.

Instrumentation and Data Gathering. For the study, a structured survey questionnaire was employed as the primary research instrument. The questionnaire was meticulously developed through a process that included a comprehensive literature review, expert consultations, and pilot testing. The literature review informed the development of relevant and grounded items, while expert consultations ensured content validity. Pilot testing with a small sample from the target population helped refine the instrument for clarity and comprehensibility. The final questionnaire consisted of sections addressing the business profile of Pinoy Hilot, organizational culture, organizational resilience, and evolvability.

Through its structured approach and utilization of Likert scale questions, the questionnaire ensures comprehensive data collection and robust analysis, facilitating a thorough understanding of Pinoy Hilot's readiness for global expansion and informing strategic decision-making for future growth.

Reliability and Validity of Instrument. To ensure reliability, the survey underwent a Cronbach's alpha test, revealing high-reliability scores: 0.85 for organizational culture, 0.82 for organizational resilience, and 0.87 for evolvability

Data Analysis. Once the data collection process was complete, the researcher manually entered the data into SPSS. In SPSS, both descriptive and inferential statistics were utilized to analyze the data. Descriptive statistics were employed to describe the features of the dataset. Using percentages and means, relationships between variables were determined. The spread of responses in the respondents' assessment of the level of organizational culture of Pinoy Hilot, as well as the level of organizational resilience of Pinoy, will be measured using the standard deviation. For the question, "Does organizational culture have a significant effect on the level of Pinoy Hilot evolvability?" The researcher likely used a multiple regression analysis. In this analysis, organizational culture would be treated as the independent variable, while the level of Pinoy Hilot evolvability would be the dependent variable. By examining the regression coefficients and their significance levels, the researcher could determine whether organizational culture has a statistically significant impact on the level of Pinoy Hilot evolvability after controlling for other potential factors.

Results and Discussions

1. Business profile of Pinoy Hilot

1.1 In terms of Firm Size, Capitalization, and Monthly Income

Table 1
Firm Size, Capitalization, and Monthly Income

Firm Size	Frequency	Percentage
Small (1-10 employees)	52	59.09
Medium (11-50 employees)	34	38.64
Large (51+ employees)	2	2.27
Total	88	100
Capitalization	Frequency	Percentage
Low: Less than ₱500,000	0	0.00
Moderate: ₱500,001 - ₱2,499,000	60	68.18
High: More than ₱2,500,000	28	31.82
Total	88	100
Monthly Income	Frequency	Percentage
Low: Less than ₱41,667 per month	0	0.00
Moderate: ₱41,668 - ₱208,333 per month	46	52.27
High: More than ₱208,334 per month	42	47.73
Total	88	100

Pinoy Hilot businesses predominantly consist of small to medium-sized enterprises (SMEs), with the majority falling into the small firm category (59.09%) and a significant portion categorized as medium-sized (38.64%). This indicates a landscape dominated by lean operations, likely focusing on specialized services or local clientele. Despite the predominance of SMEs, there's evidence of moderate to high levels of capitalization, suggesting financial stability within the industry. Moreover, the distribution of monthly income reflects a generally stable financial landscape, with a notable subset reporting high incomes, indicating the potential for growth and prosperity among Pinoy Hilot businesses.

1.2 Distinct Features

Pinoy Hilot businesses distinguish themselves through a commitment to authenticity in traditional healing techniques and a deep understanding of Filipino healing traditions. This authenticity is complemented by a blend of tradition and innovation, as evidenced by their holistic approach to well-being and the integration of Filipino cultural elements into their services. Furthermore, the presence of award-winning practitioners/staff underscores a commitment to excellence, positioning Pinoy Hilot businesses as leaders in the realm of holistic wellness.

1.3 Marketing Strategies

Pinoy Hilot businesses employ a diverse range of marketing strategies, encompassing both digital and traditional approaches. Social media marketing, traditional advertising, and content marketing are highly favored, reflecting an understanding of the importance of leveraging digital platforms and traditional media channels to engage with their target audiences effectively. Additionally, events, promotions, email marketing, and influencer partnerships are utilized to enhance brand visibility and foster customer engagement.

1.4 Global Expansion

For global expansion, Pinoy Hilot businesses prefer strategic partnerships with international wellness resorts/spas and participation in global trade shows/exhibitions over other methods, such as exporting services directly or establishing franchise operations. This strategic approach emphasizes collaboration and engagement with established entities in the global wellness industry, showcasing Pinoy Hilot offerings on a global stage and fostering networking opportunities for further growth and expansion.

1. Level of organizational culture of Pinoy Hilot

2.1 Managing Change

Pinoy Hilot demonstrates strong change management practices, with an AWM of 3.53, indicating effective communication, support, and flexibility in navigating transitions. This signifies the organization's adaptability and resilience in the face of change, which is crucial for sustained success in a dynamic business environment.

2.2 Achieving Goals

The organization excels in goal achievement practices, with an AWM of 3.64, reflecting clear goal setting, alignment, and recognition of achievements. This highlights Pinoy Hilot's commitment to driving performance and ensuring that individual efforts are aligned with organizational objectives, fostering a culture of accountability and excellence.

2.3 Teamwork

Pinoy Hilot fosters effective teamwork coordination, with an AWM of 3.51, indicating strong collaboration, trust, and role clarity within teams. This underscores the importance of teamwork in achieving organizational goals and suggests that the organization values collaboration and fosters a supportive team environment.

2.4 Building a Strong Culture

The organization prioritizes building a strong culture, with an AWM of 3.47, reflecting a commitment to diversity, leadership alignment, employee engagement, and cultural investment. This highlights the significance of organizational culture in shaping employee experiences and driving organizational success, underscoring Pinoy Hilot's efforts to foster a cohesive and inclusive work environment.

2. Level of organizational resilience of Pinoy Hilot

3.1 Robustness

For robustness, the arithmetic weighted mean (AWM) values range from 3.41 to 3.67, with the highest AWM indicating strong systems and processes in place to withstand disruptions. This suggests that Pinoy Hilot businesses are well-equipped with resilient infrastructure and proactive risk mitigation strategies, ensuring stability and continuity in the face of adversity.

3.2 Agility

In terms of agility, the AWM values range from 3.27 to 3.51, with the highest value reflecting the organization's capacity to swiftly adapt to changing market conditions and trends. This demonstrates flexible decision-making processes, an encouragement of innovation, and a culture of continuous learning and improvement.

3.3 Integrity

Regarding integrity, the AWM values range from 3.45 to 3.49, with the highest values indicating a strong commitment to transparency, ethical standards, and trust-building. This consistency in high scores across integrity metrics reflects a cohesive organizational culture that prioritizes honesty and reliability in stakeholder interactions.

3. Level of Pinoy Hilot evolvability

Pinoy Hilot demonstrates a strong level of evolvability, with the highest arithmetic weighted mean (AWM) recorded for its understanding of Pinoy Hilot practices (AWM: 3.90). This indicates a deep knowledge of traditional healing techniques, a commitment to research and education, and effective collaboration with cultural experts, underscoring the organization's dedication to preserving and evolving traditional practices.

Pinoy Hilot exhibits robust revenue streams diversification (AWM: 3.94) and effective cost structure optimization (AWM: 3.91), which are crucial for mitigating risks and ensuring financial sustainability. Moreover, the organization shows strong market viability and sustainability (AWM: 3.86), customer value proposition enhancement (AWM: 3.94), and customer engagement and relationship building (AWM: 3.95), highlighting its focus on meeting customer needs and fostering long-term relationships.

Pinoy Hilot excels in market expansion (AWM: 3.83), ecosystem partnerships (AWM: 3.99), and technological integration (AWM: 3.93), indicating its readiness to capitalize on growth opportunities and adapt to changing market dynamics.

Lastly, the organization demonstrates a strong commitment to cultural preservation and innovation (AWM: 3.92), striking a balance between tradition and modernity to stay relevant and appealing to diverse audiences.

Overall, these findings emphasize Pinoy Hilot's strengths, underscore its strategic priorities, and provide valuable insights for its continued success and competitiveness in the wellness industry.

4. Significant effect on the level of Pinoy Hilot's evolvability to organizational culture

The study investigated how various factors, like cultural preservation and innovation, affect organizational culture and Pinoy Hilot evolvability. Results showed a weak link between these factors and organizational culture, with only about 11.6% of the variance explained by the predictors. None of the factors significantly impacted organizational culture or Pinoy Hilot evolvability, according to the analysis. Further research is needed to better understand how organizational culture affects Pinoy Hilot evolvability.

Conclusions

The research sheds light on the significance of the Pinoy Hilot industry, not only as a cultural heritage but also as a thriving sector with potential for further growth and innovation in the field of holistic wellness. The analysis of Pinoy Hilot's organizational culture has revealed a consistently strong and cohesive environment across various dimensions. These insights have significant implications for the field, as they highlight the importance of organizational culture in driving organizational effectiveness and success. Pinoy Hilot's example serves as a valuable case study for understanding the dynamics of organizational culture and its impact on employee engagement and organizational performance. Moving forward, organizations can learn from Pinoy Hilot's practices to strengthen their own cultures and enhance their ability to adapt, collaborate, and thrive in today's dynamic business landscape. The survey data underscores the strong organizational resilience, agility, and integrity of Pinoy Hilot businesses. The findings reveal a well-equipped organization capable of withstanding disruptions, adapting to market changes, and maintaining ethical standards and trust. These strengths reflect a cohesive organizational culture that prioritizes robust

systems, flexible decision-making, innovation, and transparency. The significance of this research lies in its implications for the wellness industry, highlighting the critical factors that contribute to sustainability and competitiveness. By excelling in resilience, agility, and integrity, Pinoy Hilot businesses are well-positioned to navigate uncertainties, capitalize on new opportunities, and foster long-term stakeholder relationships, ensuring continued success and growth in a dynamic market. The study investigated the influence of various predictors on organizational culture and Pinoy Hilot evolvability. Despite analyzing factors such as cultural preservation, innovation, and market expansion, the findings revealed a weak relationship between these predictors and organizational culture. Notably, none of the predictors significantly impacted either organizational culture or Pinoy Hilot evolvability. This suggests that organizational culture may not play a significant role in shaping evolvability within the Pinoy Hilot industry, as measured by the predictors considered in the model. However, the study underscores the need for further research to explore additional factors that could influence this relationship. Understanding these dynamics is crucial for fostering organizational growth and sustainability within the Pinoy Hilot industry, highlighting the importance of ongoing inquiry and investigation in this area.

Recommendations

This study makes the following recommendations based on the findings and conclusions:

1. To maximize the growth and sustainability of Pinoy Hilot businesses, several actionable recommendations emerge from the findings presented in the document. First and foremost, there should be an emphasis on investment in research and development initiatives aimed at innovating traditional healing techniques while preserving authenticity. This can involve collaborations with experts in indigenous practices and the integration of modern technologies. Additionally, capacity-building and training programs should be developed to empower practitioners and staff with the necessary skills and knowledge, ensuring the delivery of high-quality services. Diversification of marketing strategies is also essential, with a focus on exploring emerging platforms such as influencer marketing and partnerships with wellness-related content creators to reach new audiences. Enhanced collaboration and networking among Pinoy Hilot businesses, both locally and internationally, should be encouraged to facilitate knowledge sharing and collective marketing efforts. Furthermore, sustainable tourism development efforts should be undertaken in collaboration with tourism authorities to promote Pinoy Hilot as a unique wellness tourism offering. Lastly, tailored support programs for SMEs in the Pinoy Hilot industry, including access to financing and business advisory services, will be instrumental in facilitating sustainable growth and expansion opportunities. By implementing these recommendations, stakeholders can strengthen the industry, foster innovation, and preserve Filipino healing traditions for generations to come.
2. To enhance their research and development efforts to innovate traditional healing techniques while maintaining authenticity, thereby attracting a broader clientele. Expanding training programs to ensure practitioners are proficient in both traditional and modern wellness practices can maintain high service standards. Diversifying marketing strategies, including influencer partnerships and more effective use of social media, can increase brand visibility and customer engagement. Strengthening global partnerships with international wellness resorts and participating in global

trade shows can help expand their global reach. Collaborating with tourism authorities to promote wellness tourism packages can attract health-conscious travelers and boost local tourism. Providing tailored support programs for SMEs, such as easier access to financing and business advisory services, can help smaller businesses overcome financial constraints and foster sustainable growth. Additionally, establishing robust feedback mechanisms to gather customer insights can continuously improve service quality and enhance customer satisfaction. These recommendations aim to address existing gaps, capitalize on strengths, and ensure the continued success and competitiveness of Pinoy Hilot in the global wellness market.

3. To enhance its overall effectiveness and sustainability with Pinoy Hilot's organizational dynamics and strategic positioning, the organization must demonstrate a strong commitment to preserving and evolving traditional healing practices, and continue investment in research, documentation, and training initiatives is advised to deepen its understanding of cultural heritage and maintain authenticity. Secondly, Pinoy Hilot should capitalize on its success in revenue diversification by further exploring niche opportunities within the wellness industry and expanding into adjacent markets to capture new revenue streams. Thirdly, optimizing cost structures through regular audits, lean practices, and technology integration will bolster profitability and financial resilience. Moreover, refining market expansion strategies, enhancing customer engagement initiatives, and fostering strategic partnerships can augment market presence and competitiveness. Additionally, ongoing investment in technological integration will drive operational efficiency and innovation. Finally, striking a balance between cultural preservation and innovation is essential, requiring continuous dialogue, research, and a commitment to authenticity. By implementing these recommendations, Pinoy Hilot can fortify its resilience, innovation capabilities, and market relevance, ensuring sustained growth and success in the ever-evolving wellness landscape.
4. Organizations within Pinoy Hilot can benefit from focusing on fostering a robust organizational culture characterized by agility and integrity to enhance their resilience effectively. To address this, it is recommended that organizations undertake a thorough assessment of their current cultural landscape, specifically targeting the dimensions of agility and integrity identified in the research. This assessment can inform targeted leadership development initiatives aimed at equipping leaders with the necessary skills to promote these cultural values throughout the organization. Additionally, fostering employee engagement and empowerment, providing tailored training and development opportunities, and promoting open communication and transparency are essential for cultivating a culture that prioritizes agility, integrity, and resilience. Continuous monitoring and evaluation of cultural initiatives will allow organizations to adapt and refine their strategies over time, ensuring alignment with organizational goals and priorities. By implementing these actionable recommendations, organizations within Pinoy Hilot can strengthen their organizational culture, enhance resilience, and position themselves for sustained success in a dynamic and challenging environment.
5. To address identified gaps in understanding and enhance organizational culture and evolvability within the Pinoy Hilot industry, further research should be conducted to explore other potential factors that may influence organizational culture and Pinoy Hilot evolvability. This could involve qualitative studies, surveys, or case studies to gain deeper insights into the unique dynamics of the industry. Additionally, it is essential to focus on key drivers that may still impact these factors, such as leadership effectiveness, organizational structure, and employee engagement. Investing in leadership development programs to cultivate effective leadership practices and prioritizing

initiatives aimed at enhancing employee engagement and empowerment are crucial steps. Furthermore, fostering a culture of innovation and adaptability within the organization, promoting collaboration and knowledge-sharing among employees and stakeholders, and establishing mechanisms for continuous evaluation and improvement of organizational culture and performance are essential. By implementing these recommendations, organizations within the Pinoy Hilot industry can strengthen their organizational culture and evolvability, ultimately positioning themselves for long-term success and sustainability in a dynamic and competitive market landscape.

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