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## Strategic Management Plan for a Barbecue Restaurant Business (James and Che BBQ House – Philippines)

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## Abstract

This paper presents the study of the James and Che BBQ House's strategic management. Strategic management is the process of scientifically analyzing, tracking, and assessing present strategies in order to develop and implement new ones that are required to meet the goals and objectives of a business organization. The collected data from the business' operation manager exhibits the business' status in terms of its performance in the industry it belongs to, which will be a crucial foundation for the evaluation and formulation of strategies. The food industry is one of the most well-known industries globally for having a broad market and competitive businesses. Hence, it is vital to establish and/or uphold one's business competitiveness, to evaluate current strategies that are no longer effective, and to implement new ways or solutions that would make the business keep up with its competitors in the industry based on the study of its existing strategic management, as well as the business environment.

**Keywords:** *Competitive Businesses; PESTEL Analysis; Strategic Management.*

## 1. Introduction

In an era of intense market competition, strategic management stands as a critical driver of success for businesses, regardless of their scale and scope. As succinctly highlighted by Tucci and Roy (2022)<sup>i</sup>, it is the continuous planning, monitoring, analysis, and evaluation of all business activities that propels companies toward their goals and objectives. In the context of the restaurant industry, strategic management plays an equally pivotal role, steering the course of establishments like our barbecue restaurant toward prosperity and resilience. This paper explores the concept of strategic management, its three integral stages, and its application within the context of small businesses in the Philippines, with a specific focus on our barbecue restaurant's journey.

Strategic Management, as defined by Kenton (2023)<sup>ii</sup>, is the formulation and execution of a well-conceived plan aimed at achieving an organization's objectives and securing a competitive edge in the market. In the dynamic culinary landscape, where consumer tastes, preferences, and competition are ever-evolving, understanding and applying strategic management principles is vital for a restaurant's long-term survival and growth.

The process of strategic management unfolds through three fundamental stages: formulation, implementation, and evaluation (David, n.d.)<sup>iii</sup>. During the formulation stage, restaurants assess their current position, analyze internal strengths and weaknesses, and scrutinize external opportunities and



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threats. Subsequently, strategies are crafted to capitalize on strengths and opportunities while mitigating weaknesses and threats. The implementation phase involves the execution of these formulated strategies, necessitating resource allocation, organizational structuring, and the alignment of various functions to achieve predefined objectives. The evaluation stage, the final piece of the puzzle, revolves around continuous monitoring, performance measurement, and the necessary adaptations to ensure the strategic plan remains relevant and effective over time.

Small businesses, often referred to as the backbone of the Philippine economy (Bolido, 2020)<sup>iv</sup>, constitute a substantial portion of the entrepreneurial landscape in the country. These enterprises face unique challenges, including market competition, access to financing, regulatory compliance, and technological adaptation. However, as emphasized by Williams et al. (2019)<sup>v</sup>, small businesses that embrace strategic management practices can gain a competitive edge over their rivals and thrive even in challenging conditions. The Philippines, with its rich culinary culture, provides a fertile ground for small restaurant businesses, like our barbecue restaurant, to employ strategic management principles to stand out and succeed.

This strategic management paper focuses on James and Che's BBQ House, a business owned by Serna S. Alonzo, located at 1143 I. Delos Reyes Street, Sampaloc, Manila. The restaurant holds all the necessary business permits and is officially registered with both the Bureau of Internal Revenue (BIR), Department of Trade and Industry (DTI), and Manila Health Department for Certification on Sanitation Inspection. Additionally, it operates with full legal approval from the City Government of Manila. James and Che's BBQ House commenced its operations on March 18, 2015, and day-to-day oversight is provided by their operations manager, Rodel Servas. Furthermore, James and Che's BBQ House offers a wide variety of grilled food selection carefully curated and marinated such as pork and chicken barbeque, pork mesentery, chicken esophagus, chicken skin, pork and chicken intestines, chicken feet, hotdogs, pork sausage, pork belly, boneless milkfish, squid, and ensalada.

This paper delves into the nuanced world of strategic management and its profound impact on James and Che's BBQ House's growth and competitiveness within the thriving Filipino culinary scene. By exploring the intricacies of strategic management and its stages, we aim to create a roadmap that empowers James and Che's BBQ House to not only weather the fierce competition but to thrive and become a culinary destination of choice. Through a holistic understanding of strategic management, we aim to provide practical insights and strategies tailored to the unique needs and aspirations of the business, thereby ensuring its long-term success in the vibrant Filipino restaurant industry.

Therefore, this paper sought answers to the following strategic management research questions:

1. What is your unique value proposition, and how can you differentiate yourselves from other grill and barbecue restaurants in the area?

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2. How do you optimize your supply chain to ensure the availability of high-quality ingredients and products while managing costs efficiently?
3. How do you stay compliant with health and safety regulations and maintain high food quality and safety standards?

## 2. Research Method

By asking specific questions of the interviewee, a research interview is a useful tool for researchers to obtain valuable information on a given topic. In order to provide the interviewer with a clear context, research interviews allow the interviewee(s) to elaborate on their responses. It is primarily carried out with the intention of providing an organization with knowledge on a particular subject that could be applied to improve the business. The information acquired from the research interview will be useful to the business when it comes to future decision-making (Indeed Editorial Team, 2022).<sup>vi</sup> Enago Academy (2023)<sup>vii</sup> asserts that research interviews are essential for obtaining firsthand knowledge. In addition, these grants grant researchers the right to have direct communication with participants, enabling them to collect raw primary data.

A PESTEL analysis is a useful research method for conducting a thorough situational analysis, which is necessary before implementing any kind of strategy or tactical plan. PESTEL Analysis is a tool used to identify the macro (external) forces facing an organization. Businesses can stand out from the competition and gain a competitive edge over others by effectively monitoring and adapting to changes in the macroenvironment (Oxford College Marketing, 2016).<sup>viii</sup> Hence, it is the strategic management method used in this study to assess the external factors that influence the political, economic, social, technological, legal, and environmental factors of the James & Che's BBQ House business.

### Political Factor

The political factors emphasize how changes in legislation and/or government policy affect the economy, a specific industry, and the business in question. Among the policy domains that could undoubtedly impact an organization are tax and employment regulations (Kenton, 2023).<sup>ix</sup> Considering that the food industry is one of the strongest and broadest industries, it is therefore one of the most tightly regulated industries in terms of the safety of consumers and the legal aspects of the businesses in this sector. Government regulations such as standards for food safety, labeling, trading of goods, tax obligations, and legal requirements can hinder one's desire to penetrate the food industry. There are permits and licenses necessary to push through a local food business in the Philippines as required by



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the government, and some of them are: registration with DTI or SEC, barangay clearance, community tax certificate or CEDULA, sanitary permit, contract of lease or transfer certificate of title (TCT), or tax declaration if the business owns the business facility (Unilever Food Solutions, n.d.).<sup>x</sup> James & Che's BBQ House<sup>xi</sup> promptly adheres to these regulations to safeguard their business and employees and to ensure the public, especially their target market, that the products that they are consuming are safe, legal, and compliant with all applicable laws and regulations. They provide these permits for the knowledge of the customers by displaying their printed copies inside their business premises, thereby increasing the legitimacy of their business.

### **Economic Factor**

The economic factors are the basic information referring to an economy that has an impact on how profitable and efficient a business can operate. Bush (2019)<sup>xii</sup> posits that as the world's population becomes wealthier, the middle, upper, and lower classes have more money to spend, including dining out. As people cook less and eat out more frequently, the food industry's total revenue increases, benefiting all facets of the industry, including food distributors, restaurateurs, and staff members. This trend is expected to continue as people become more discerning consumers. The James & Che's BBQ House<sup>xiii</sup> is well-known for its reasonably priced products, catering to all levels of income earners. Because their products are made ready-to-eat by their employees, they are able to accommodate dine-in customers and customers who place large advance orders for events and the like. Their business had been in operation for eight years, starting with a small space rental. Over the years, it has expanded its main branch and added two additional branches. However, as a pandemic struck the Philippines in 2020, followed by an increase in the inflation rate, they had to gradually raise the price of their goods to cover their necessary operating and capital costs, all the while keeping their product at a reasonable price.

### **Social Factor**

Social factors are the areas that involve the shared beliefs and attitudes of the population, which include but are not limited to population growth, age distribution, and demographics. These factors have a direct effect on how marketers understand customers and what drives them (Professional Academy, n.d.).<sup>xiv</sup> James & Che's BBQ House<sup>xv</sup> is located at 1143. I. Delos Reyes St., Sampaloc Manila, the University Belt, where major colleges and universities are located. This demographic has aided their business in shaping their business strategies and identifying their target market, which are the students, government officials, St. Luke's Medical Center, Cardinal Santos Medical Center, Manila Police District, BIR, Bureau of Treasury, and other nearby local government agencies. With their business being at the center of a busy place like Manila, where there are numerous schools, establishments, and workplaces, their business adapts to the preferences of their customers by offering dine-ins, deliveries, advance orders, food packs, and orders placed in bilao or rice winnowing baskets.







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## Technological Factor

Technological factors play a significant role in the development of businesses, industries, and organizations as technology goes beyond constant advancement through time and trends. In the Global Finance 2023 Ranking of the World's Most Technologically Advanced Countries and Territories, the Philippines came in at number 63 out of 65 (Getzoff, 2023).<sup>xvi</sup> Despite the country's low position in the aforementioned ranking, businesses can still thrive and use technology as an anchor to improve their performance with the appropriate use of technology. James & Che's BBQ House<sup>xvii</sup> utilized technology to stay competitive in the local market and reach a wider and new scale of market by creating an official Facebook page, which has garnered 10,000 likes and 11,000 followers and opened an opportunity for them to reach provinces such as Sta. Rosa, Laguna, at Sta. Maria, Bulacan. They also tried to use online delivery applications, particularly Grab Food Delivery, to offer convenience to their customers during the pandemic and as a way of keeping up with the latest technological advancements that would improve their business process and customer experience.

## Environmental Factor

Environmental factors comprise the material circumstances, governmental policies, or directives concerning climate change that businesses must take into account. Numerous environmental factors are contributing to the growing popularity of eco-friendly products. These can range from laws governing the environment to natural disasters to climate change (Britt & Mitchell, 2019).<sup>xviii</sup> Businesses in the food industry should consider being eco-friendly, and it can be done through sustainable sourcing of ingredients, minimizing food waste, using eco-friendly packaging, and adopting energy-efficient practices. In an attempt to reduce waste during the pandemic, James & Che's BBQ House<sup>xix</sup> tried packaging takeouts in paper bags, but they ran into issues because their products are greasy and the paper bags are easily torn by the grease. As a result, they are using plastic, such as plastic bilao or plastic rice winnowing baskets, as their packaging. As a business, especially a well-known one, they ought to undertake sustainable initiatives such as reducing their waste footprint. In their case, they should consider or look into further options for producing environmentally friendly packaging.

## Legal Factor

Legal factors are external factors that businesses should strictly follow as mandated by the government. Some legal factors are intellectual property, labor law, tax law, consumer protection, consumer rights, and occupational safety and health. The food industry is among the most profitable industries because food is a basic necessity for survival; therefore, businesses in this sector should adapt their businesses to legal factors and practices. Businesses have an obligation to safeguard the public against diseases transmitted through food and water, as well as unhygienic, unwholesome, mislabeled, or contaminated food. They should also set up policies and programs to handle food safety risks and



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create suitable guidelines and control methods in accordance with the Food Safety Act of 2013 (Department of Agriculture & Department of Health, 2015).<sup>xx</sup> James & Che's BBQ House<sup>xxi</sup> exercises legal practice for their business, such as having an IATF or Inter-Agency Task Force permit in accordance with protocols during the pandemic in order for them to deliver orders to their customers, social distancing inside their business' premises, having their business name and logo registered with the SEC or Securities and Exchange Commission, having an accountant for their business to assist them with their financial activities, and complying with<sup>xxii</sup> the requirements of the government, including paying their taxes. To ensure safe food handling, they maintain the cleanliness of their business premises, follow a first-in, first-out system to maintain the freshness of their products, and cover their products that are on display, giving them an advantage over their rivals. To protect the secrecy of their recipe, only one employee is tasked with marinating their barbecues. They also make sure that their finished products are at a top-notch level prior to serving them to customers, and they adhere to barangay requirements that they install a chimney in their grilling station to vent the business's smoke outside.

### 3. Results and Discussion

#### Nature and Form of Business

James & Che BBQ House is a Sole Proprietorship form of business wherein the business is owned by one individual named Serna S. Alonzo. She is the registered owner of the James & Che BBQ House though the business is operated with the help of his brother, Rodel Servas, the operational manager of the said business. This means that the organizational structure would be not applicable with the business since they considered it as a family business.

James and Che's BBQ House belongs to the food industry, this industry involves preparing and serving barbecue cuisine to the market. In this business sector, specializes in grilling meats whether it is pork, chicken, beef, seafood and other proteins. This type of business has a unique taste and its own techniques of cooking and styling their barbecue. Commonly used techniques in barbecue restaurants involve slow cooking over heat or hot coals that are used around the world. The business offers various menu which includes Isaw manok (Grilled Chicken Intestine), Isaw baboy (BBQ Pork Intestine), Dugo, Butsi (Chicken esophagus), Bulaklak (Pork Mesentery, Adidas (Chicken feet), Bologna, Tenga, Pork barbeque, Atay baboy, Ulo with leeg, Balunan, Chicken barbeque, TJ hotdog, Chicken skin, Longganisa, Itlog na Maalat (ensalada), Talong (ensalada), Chicken breast, Tilapia, Liempo, Pusit, Boneless bangus, Rice, Soft drinks and Ice cream. James and Che BBQ House has been operating for 8 years since March 18, 2015. Currently, the business has two restaurants around Metro Manila. Their main branch is located at 1143 I. Delos Reyes Street, Sampaloc, Manila, Philippines. The raw products are being bought from a supplier from Blumentritt, and the vegetables are personally selected from the market. It is then processed and prepared by their own kitchen staff for seasoning and cooking. They do dine-in service, catering, delivery and online ordering through their facebook page.

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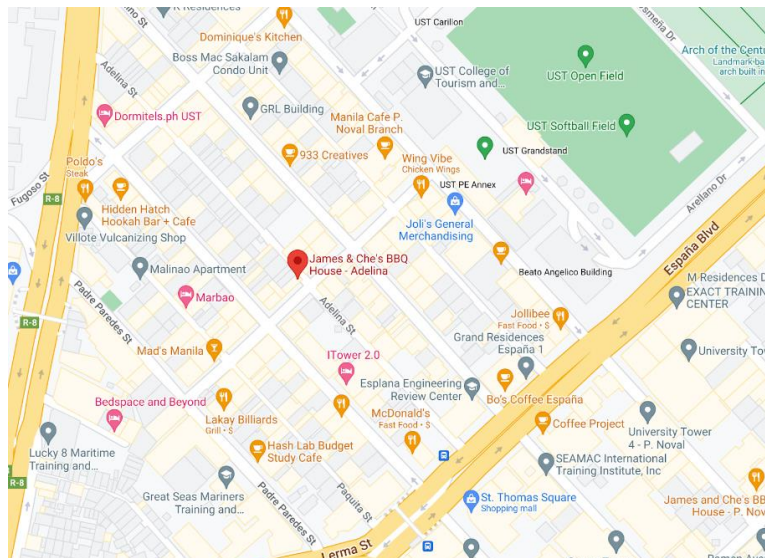
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James and Che BBQ House targets high school and college students from 18 to 25 years old around University Belt such as Far Eastern University (FEU), Far Eastern University Institute of Technology (FEU-Tech), University of the East (UE), University of Santo Tomas (UST), National University (NU), Centro Escolar University (CEU), Arellano University (AU), San Beda University, San Sebastian Recoletos College.

### Business Name and Logo



### Location



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## Proposed Vision and Mission

### Vision

At James and Che's BBQ House, we envision becoming the preferred destination for authentic, flavorful, and meticulously grilled delights, fostering a vibrant community of BBQ enthusiasts. We strive to be recognized as Manila's foremost BBQ establishment, renowned for our commitment to quality, innovation, and customer satisfaction.

### Mission

At James and Che's BBQ House, our mission is to consistently deliver unparalleled gastronomic satisfaction by passionately crafting a menu that celebrates the art of grilling. We are committed to using only the finest ingredients, maintaining the highest standards of hygiene and sanitation, and exceeding customer expectations through exceptional service. Through our unwavering dedication to quality, innovation, and community engagement, we strive to not only be a culinary haven but also a cherished contributor to the vibrant tapestry of Sampaloc, Manila. We embrace our responsibility to operate ethically, sustainably, and with a genuine commitment to the well-being of our customers, employees, and the environment.

## Stages in Strategic Management Plan

### First stage: Input Stage

#### A. Competitive Profile Matrix

Competitive Profile Matrix is a tool that helps the business to identify and compare strengths and weaknesses within the industry they are in. According to Bond (2022)<sup>xxiii</sup>, competitive matrix is a visual presentation that enables you to better understand the company's position in the market and in the competition from a certain perspective. With this tool, James & Che's Barbeque House will be able to identify their own strengths and weaknesses. The matrix can help the business assess their performance in comparison to their competitors. This strategic management tool helps businesses to gain an insight and analysis on what is their competitive position in the market.

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**Rating**

- 4 = major strength
- 3 = minor strength
- 2 = minor weakness
- 1 = major weakness

| Critical Success Factors         | Weight      | James and Che |             | BASTA. Inihaw |             | Macbeth's Grill |             |
|----------------------------------|-------------|---------------|-------------|---------------|-------------|-----------------|-------------|
|                                  |             | Rating (1-4)  | Score       | Rating (1-4)  | Score       | Rating (1-4)    | Score       |
| Quality of Food                  | 0.15        | 4             | 0.60        | 4             | 0.60        | 4               | 0.60        |
| Unique Taste & flavor            | 0.05        | 3             | 0.15        | 3             | 0.15        | 3               | 0.15        |
| Affordability                    | 0.15        | 4             | 0.60        | 4             | 0.60        | 4               | 0.60        |
| Customer Service                 | 0.10        | 4             | 0.40        | 3             | 0.30        | 4               | 0.40        |
| Operational Efficiency           | 0.10        | 4             | 0.40        | 4             | 0.40        | 4               | 0.40        |
| Variety of Menu                  | 0.05        | 4             | 0.20        | 4             | 0.20        | 4               | 0.20        |
| Consistency of Taste and Quality | 0.08        | 3             | 0.24        | 3             | 0.24        | 4               | 0.32        |
| Store Accessibility              | 0.12        | 4             | 0.48        | 4             | 0.48        | 3               | 0.36        |
| Ambiance                         | 0.10        | 2             | 0.20        | 3             | 0.30        | 2               | 0.20        |
| Online Presence                  | 0.10        | 3             | 0.30        | 2             | 0.20        | 4               | 0.40        |
| <b>Total</b>                     | <b>1.00</b> |               | <b>3.57</b> |               | <b>3.47</b> |                 | <b>3.63</b> |

Table No. 1-A: The Competitive Profile Matrix for James and Che's BBQ House

Table No. 1-A compares James and Che BBQ House to other competitors with some of the critical success factors that have the same industry. Among the restaurants, James and Che falls under the middle among the three which has the weighted score of 3.57. While Macbeth's Grill received the highest weighted score which is 3.63 compared to James and Che, and BASTA. Inihaw received a 3.47 weighted score. The lowest score of James and Che which is 2 from the Critical Success Factor is Ambiance. This means that compared to the business's competitor, James and Che's falls behind in creating a good atmosphere for their restaurant. To add, James and Che's BBQ House are a bit behind their online presence because Macbeth's Grill promotes actively on their social media account. However, between Macbeth's Grill and James and Che's BBQ House, James and Che's Store





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Accessibility scored 4 because it is within the University Belt (U-Belt) where most of their target markets are located.

### B. IFE Matrix, EFE Matrix and SWOT Strategy

#### Internal Factors Evaluation (IFE) Matrix:

The Internal Factors Evaluation (IFE) Matrix is a strategic management tool used to assess and evaluate the internal strengths and weaknesses of an organization which can be crucial in making informed decisions and developing effective strategies. Strengths are positive attributes and characteristics that give an organization a competitive advantage or contribute to its success. While weaknesses are factors that represent areas where the organization is lacking or not performing well which can hinder an organization's success or competitive position.

Table No. 2-A: The Internal Factors Evaluation Matrix for James and Che’s BBQ House

|    | Strengths   | Weight | Rating | Weighted Score |
|----|---|--------|--------|----------------|
| 1. | Offers a distinctive and diverse menu of grilled dishes and specialties | 0.07   | 4      | 0.28           |
| 2. | Experienced Culinary Team   | 0.05   | 4      | 0.20           |
| 3. | High-Quality Ingredients  | 0.05   | 4      | 0.20           |
| 4. | Prime Location  | 0.07   | 4      | 0.28           |
| 5. | Strong Customer Base  | 0.06   | 3      | 0.18           |
| 6. | Effective Marketing Strategies  | 0.03   | 3      | 0.09           |
| 7. | Efficient Operations  | 0.04   | 4      | 0.16           |
| 8. | Friendly and Well-Trained Staff   | 0.04   | 3      | 0.12           |
| 9. | Clean and Inviting Ambiance   | 0.05   | 3      | 0.15           |



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|-----|------------------------------|------|---|------|
| 10. | Online Ordering and Delivery | 0.04 | 3 | 0.12 |
|-----|------------------------------|------|---|------|

Table No. 2-B: The Internal Factors Evaluation Matrix for James and Che’s BBQ House

|     | Weaknesses                         | Weight      | Rating | Weighted Score |
|-----|------------------------------------|-------------|--------|----------------|
| 1.  | Cost Control and Efficiency        | 0.04        | 2      | 0.08           |
| 2.  | Limited Parking Availability       | 0.03        | 2      | 0.06           |
| 3.  | Inconsistent Food Quality          | 0.05        | 2      | 0.10           |
| 4.  | Menu Complexity                    | 0.06        | 2      | 0.12           |
| 5.  | Limited Outdoor Seating            | 0.07        | 3      | 0.21           |
| 6.  | Seasonal Demand Fluctuations       | 0.05        | 2      | 0.10           |
| 7.  | Lack of Vegetarian/Vegan Options   | 0.04        | 3      | 0.12           |
| 8.  | Health and Safety Compliance       | 0.04        | 3      | 0.12           |
| 9.  | No proper organizational structure | 0.07        | 2      | 0.14           |
| 10. | Online Presence and Reviews        | 0.05        | 2      | 0.10           |
|     | <b>TOTAL</b>                       | <b>1.00</b> |        | <b>2.93</b>    |

Table No. 2-A illustrates the evaluation of internal factors of James and Che’s BBQ House, highlighting its ten primary strengths. Each of the strengths identified in the table has been assigned a weight ranging from three (3) to seven (7) percent, reflecting their relative significance. Additionally, they have been rated on a scale from three (3) to four (4), considering their impact on the company, resulting in a cumulative weighted average of 1.78.





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Conversely, the weaknesses mentioned earlier have been assigned weights varying from three (3) to seven (7) percent and have been assessed on a scale from one (1) to two (2), depending on their impact on the business. The combined weighted average for the weaknesses is 1.15.

Among the strengths, the offering of a distinctive and diverse menu of grilled dishes and specialties and prime location stands out with the highest weighted score of 0.28, while limited outdoor seating as its most significant weakness, with a weighted score of 0.21. The overall weighted average for the company's internal factors is 2.93, which surpasses the average. Nonetheless, in order to enhance their performance and achieve their primary objectives, there is still a need for them to bolster their operations and address their weaknesses.

### External Factors Evaluation (EFE) Matrix:

The External Factors Evaluation (EFE) Matrix is a strategic management tool used to assess and evaluate the external opportunities and threats facing an organization which helps organizations in their strategic planning process by providing a structured way to analyze the external environment. Opportunities are factors in the broader business environment that an organization can potentially leverage to its advantage to achieve its strategic objectives and improve its performance. While threats factors that pose potential challenges, risks, or obstacles to an organization that can negatively impact an organization's performance or competitive position.

Table No 3-A: The External Factors Evaluation Matrix for James and Che’s BBQ House

|    | Opportunities   | Weight | Rating | Weighted Score |
|----|---|--------|--------|----------------|
| 1. | Growing student population in the area provides a steady influx of potential customers                                      | 0.07   | 4      | 0.28           |
| 2. | Capitalize on tourism and local events by offering special promotions and catering services during festivals and gatherings | 0.06   | 3      | 0.18           |
| 3. | Outdoor dining trend allows the establishment to expand its seating options   | 0.05   | 3      | 0.15           |





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| 4.  | Collaborations with universities for exclusive student discounts and event collaborations                | 0.03 | 3 | 0.09 |
| 5.  | Online ordering and delivery growth to improve its online presence and offer convenient delivery options | 0.03 | 3 | 0.12 |
| 6.  | Partnership with local food and craft beer movement to attract a diverse customer base                   | 0.05 | 3 | 0.15 |
| 7.  | Popularity of grilled and BBQ cuisine  | 0.05 | 4 | 0.20 |
| 8.  | Sustainable sourcing trend   | 0.03 | 3 | 0.09 |
| 9.  | Catering services expansion  | 0.06 | 3 | 0.18 |
| 10. | Leveraging social media platforms for marketing and promotions   | 0.07 | 4 | 0.28 |

Table No 3-B: The External Factors Evaluation Matrix for James and Che’s BBQ House

|    | Threats   | Weight | Rating | Weighted Score |
|----|---|--------|--------|----------------|
| 1. | Intense competition with nearby restaurants   | 0.08   | 4      | 0.32           |
| 2. | Economic downturns that leads to reduced consumer spending                                  | 0.07   | 3      | 0.21           |
| 3. | Shifting consumer tastes and preferences  | 0.04   | 3      | 0.12           |
| 4. | Stricter health and safety regulations  | 0.05   | 3      | 0.15           |
| 5. | Seasonal fluctuations in customer traffic   | 0.03   | 3      | 0.09           |
| 6. | Supply chain disruptions resulting in menu item unavailability and customer dissatisfaction | 0.03   | 3      | 0.09           |





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| 7.  | Negative online reviews and low ratings                | 0.05        | 3 | 0.15        |
| 8.  | Rising ingredient costs                                | 0.04        | 4 | 0.16        |
| 9.  | Environmental concerns                                 | 0.04        | 3 | 0.12        |
| 10. | Ongoing or future public health crises (e.g. pandemic) | 0.07        | 2 | 0.14        |
|     | <b>TOTAL</b>   | <b>1.00</b> |   | <b>3.27</b> |

Table No. 3-A presents the evaluation of external factors for the James and Che’s BBQ House, focusing on its ten primary opportunities. The weight assigned to each opportunity reflects its relative importance. In this instance, all opportunities are assigned weights ranging from three (3) to seven (7) percent, multiplied by ratings between three (3) to four (4), based on their level of significance. This culminates in a total weighted score of 1.72. Among these opportunities, the growing student population in the area that provides a steady influx of potential customers and leveraging on social media platforms for marketing and promotions emerges with the highest weighted score of 0.28.

Derived from the EFE Matrix, the most threatening factor, carrying a weighted score of 0.32, pertains to the intense competition with nearby restaurants. All threats are also ascribed weights between three (3) and seven (7) percent and given ratings from three (3) to four (4), resulting in a total weighted score of 1.55. The total EFE weighted score for James and Che’s BBQ House is 3.27, surpassing the average. In this context, it signifies that the company holds a robust position and is performing admirably against its competitors.

## Second stage: Matching stage

### A. SWOT Strategy

SWOT analysis is a strategic management framework used to assess an organization's internal and external factors that can affect its performance and competitive position. This analysis allows James and Che’s BBQ House to assess and understand their current situation, enabling better decision-making as their internal environment (strengths and weaknesses) and external environment (opportunities and threats) are taken into account in the development



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of effective strategies for them to focus on optimizing their internal capabilities and prepare for external factors that may impact their success.

*Strength and Opportunity (SO) Strategies:*

1. SO1 James and Che’s BBQ House should increase their social media presence by actively engaging with audiences, sharing mouth-watering visuals of their dishes, and promoting exclusive offers to drive more online traffic and engagement. (S1,S6,O10)
2. SO2 Invest in optimizing online ordering platforms and expanding delivery services to reach a broader customer base, including those who prefer the convenience of online ordering. (S7,S10,O5,O10)
3. SO3 Capitalize on tourism and local events, James and Che’s BBQ house should offer special promotions and catering services during festivals and gatherings. The experienced culinary team and high-quality ingredients can set the business apart and attract a diverse customer base. (S1-3, S6-7,O2,O6,O9)
4. SO4 Take advantage of the increasing student population and build partnerships with local universities. James and Che’s BBQ House should offer student-friendly promotions and menu items that appeal to the students’ tastes and budgets. Offering discounts, and collaborating on events and promotions that cater to the growing student population. (S1,S4,S6,O1,O4,O9)

*Weaknesses and Opportunity (WO) Strategies*

1. WO1 Expand the number of workers to fulfill the demands of customers and to ensure consistent food quality and customer satisfaction. (W3-4,O1,O7)
2. WO2 Partner with universities to create internship programs for students studying food safety and health compliance, reducing costs and improving adherence to standards. (W1,W8,O4)
3. WO3 Introduce a range of high-quality vegetarian and vegan options, showcasing commitment to sustainable sourcing and catering to a broader customer base. (W7,O8)



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4. WO4 Expand outdoor seating area to accommodate more customers who prefer outdoor dining, taking advantage of the current trend. (W2,W5,O3,O7)
5. WO5 Promote the catering services to local businesses and event organizers to offset revenue fluctuations during off-seasons. (W1,W6,O2,O4,O9)

*Strength and Threats (ST) Strategies:*

1. ST1 James and Che's BBQ House should continuously innovate, update their menu to stay ahead of the competition and focus on unique offerings and specialties that sets them apart. (S1,S3,S9,T1,S3)
2. ST2 Maintain commitment to high-quality ingredients while exploring cost-effective sourcing options to mitigate the impact of rising ingredient costs. (S3, T8)
3. ST3 Invest in reputation management to address negative reviews promptly and enhance online image. Encourage satisfied customers to leave positive reviews. (S6,T7)
4. ST4 Diversify supplier base to reduce the risk of disruptions and have contingency plans in place for sourcing menu items during supply chain issues. (S3,S7,T6)
5. ST5 Enhance online ordering and delivery services to accommodate increased demand during health crises, ensuring safety and convenience for your customers. (S6,S10,T10)

*Weaknesses and Threats (WT) Strategies:*

1. WT1 Implement rigorous cost control measures to mitigate the impact of rising ingredient costs, ensuring the restaurant remains financially efficient. (W1,W9,T8)

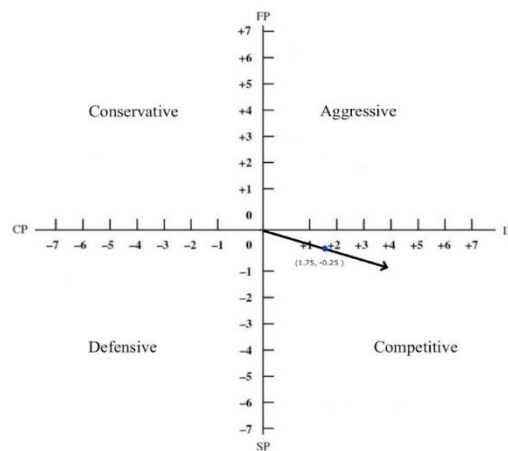


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2. WT2 Continuously monitor customer feedback and invest in staff training to maintain consistent food quality that aligns with changing consumer preferences. (W3,W7,T3,T7)
3. WT3 During seasonal dips, introduce cost-effective promotions and value-driven menus to attract budget-conscious customers and maintain revenue. (W6,T2-3,T5)
4. WT4 Develop a menu that caters to vegetarian and vegan preferences, aligning with environmental concerns and expanding the customer base. (W7-8,T3-4,T9)
5. WT5 Establish a clear and efficient organizational structure to better handle operational challenges, such as supply chain disruptions and staff coordination. (W9, T4,T6)

## B. SPACE Matrix

Strategic Position and Action Evaluation (SPACE) Matrix is a tool that assesses internal and external factors of a business that helps to create an appropriate business strategy for the enterprise (Think Insights, 2023).<sup>xxiv</sup> This consists of a four-quadrant framework that tells whether aggressive, conservative, defensive, or competitive strategies are best suited and appropriate for the organization.







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| <i>Internal Analysis</i>               |          | <i>External Analysis</i>               |              |
|--|----------|--|--------------|
| <b>Financial Position (FP)</b>         |          | <b>Stability Position (SP)</b>         |              |
| Inventory Turnover                     | 5        | Rate of Inflation                      | -5           |
| Cash Flow                              | 4        | Price Range of Competing Products      | -4           |
| Working Capital                        | 3        | Risk Involved in Business              | -4           |
| Return on Investment                   | 4        | Competitive Pressure                   | -4           |
| <b>Financial Position (FP) Average</b> | <b>4</b> | <b>Stability Position (SP) Average</b> | <b>-4.25</b> |

| <i>Internal Analysis</i>                 |             | <i>External Analysis</i>              |             |
|--|-------------|---------------------------------------|-------------|
| <b>Competitive Position (CP)</b>         |             | <b>Industry Position (IP)</b>         |             |
| Customer Loyalty                         | -3          | Growth Potential                      | 4           |
| Product Quality                          | -3          | Profit Potential                      | 4           |
| Market Share                             | -2          | Resource Utilization                  | 5           |
| Control Over Suppliers and Distributors  | -2          | Financial Stability                   | 4           |
| <b>Competitive Position (CP) Average</b> | <b>-2.5</b> | <b>Industry Position (SP) Average</b> | <b>4.25</b> |

Figure 3.1 Strategic Position and ACTION Evaluation (SPACE) Matrix for James & Che

Based on the SPACE Matrix, the James & Che’s BBQ House is positioned in the Competitive quadrant. This means that the industry possesses competitive advantages within a high-growth industry. However, businesses under the competitive quadrant are considered to be unstable in the industry. Thus, the recommended strategies that may be integrated are Backward, forward, horizontal integration, Market Penetration, Market Development, and Product Development. In relation to the James & Che’s BBQ House current market situation, wherein they are surrounded by various restaurants, it is implied that the market is saturated. By implementing the strategy, Market Development, the said restaurant may expand their business into new areas in Manila and target new market groups that may increase their competition and enhance their market share.

### C. Boston Consulting Group (BCG) Matrix

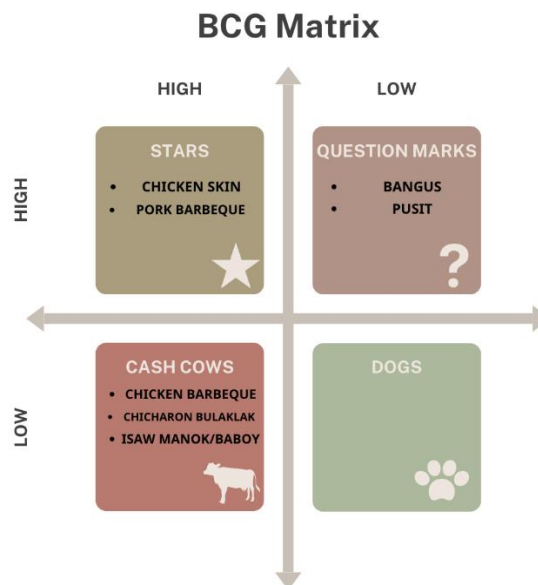
The Boston Consulting Group, also known as the BCG Growth-Share Matrix, is most used by businesses as a strategic planning tool that helps them analyze, evaluate, and categorize their brand or business portfolio. The graph’s x-axis represents the relative market share, while the y-axis of the graph shows the industry growth. The Matrix is divided by four quadrants: Question Marks, Stars, Cash Cows, and Dogs. The items or units under the Question Marks Quadrant are also known as “Problem Child” as they have a poor rating. They have low market share in a high-growth market which are considered risky





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but have potential to grow. The units under the Stars Quadrant are those who have a large market share in a high-growth market. They are the ones who require a specific investment to maintain its standing. The Cash Cows Quadrant are those units that have a high market share in a low-growth market. They are the ones who are profitable and can give a consistent amount to the business. Lastly, The Dogs Quadrant those units under this quadrant are those units with both low market share and growth. They are not that profitable and also considered to not have a growth potential.



James and Che BBQ House’s Chicken Skin and Pork Barbeque are in the star’s quadrant, as these are their all time best sellers. They’ve made a big amount of sales with these products and should continue to make investments in order to maintain the standing of these variants. Bangus and Pusit fall under the Question Marks as these variants as they have a low market share in a high-growth market these products have potential to gain in the future if the right investment and strategies will apply. Then, Chicken Barbeque, Chicharon Bulaklak, Isaw manok and baboy fall under the Cash Cow as they give a good amount of profit in the business but not as popular as the start varieties.

#### D. Internal-External (IE) Matrix

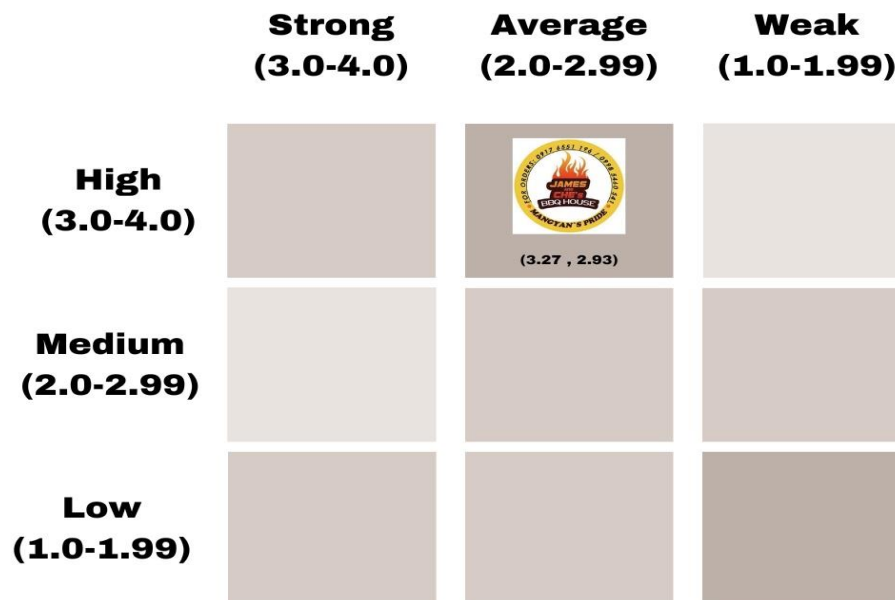
The Internal-External (IE) Matrix is a strategic planning tool that analyzes and computes a company's position within one of the nine cells in the model, each with a matching interpretation.





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Quadrants 1, 2, and 4 recommend "Grow and Rebuild," Quadrants 3, 5, and 7 "Hold and Maintain," and Quadrants 6, 8, and 9 "Harvest or Divest." This matrix is used by businesses to determine the most appropriate course of action for a company based on their internal and external factors.



According to the results of James and Che's IE matrix shown above, its position is in Quadrant 2, indicating that their strategy is to Grow and Build. This result was derived using the IFE and EFE total weighted score, which is 2.93 for the IFE score plotted in the X-axis and 3.27 for the EFE score plotted in the Y-axis. With that, James and Che ought to concentrate more on their daily actions or tactical strategies by prioritizing market penetration, product development, and market development.

### E. Grand Strategy Matrix

Another useful tool for researchers to make decisions and to assess their strategic options for small – medium businesses is called Grand Strategy Matrix. It helps the organization to evaluate and formulate new business strategies that can help the business grow. It mainly provides a wide scope of presentation of different strategic alternatives to help the business tailor their strategies to different circumstances. It has four quadrants. For Quadrant I, it falls under Strong Competition Position, High Industry Attractiveness. In this quadrant, the business is stable and has a good strategic position that can



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strongly compete in the industry. For Quadrant II, they belong to Weak Competition Position, High Industry Attractiveness. The businesses that fall under this quadrant need to build their competitive position as they already have the attractiveness in their industry. For Quadrant III, Weak Competitive Position, Low Industry Attractiveness. If the business falls in this quadrant they are in a difficult position whereas the company is weak and they need to revise almost all of their strategies. Lastly, For Quadrant IV, Strong Competitive Position, Low Industry Attractiveness. Those businesses who are falling into this quadrant may consider retrenchment. Through this matrix, the businesses will be able to understand and formulate different analyses and considerations to develop and improve to boost the business overall operation.



As illustrated on the figure above, James and Che Barbeque House fell within the Quadrant I. This means that the entity is competent enough in terms of their strategic position that they have a strong competition position as well as strong industry attractiveness. The best and fit strategies for businesses that fall under the Quadrant I are forward, backward, or related integration. Forward integration which involves the entity taking over their customers; Backward Integration involves and tackles suppliers and their production chain. And lastly, Related Integration which is about minding the activities that other companies in the same industry do.

**Third stage: Decision stage**

**Quantitative Strategy Planning Matrix (QSPM)**

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The Quantitative Strategic Planning Matrix (QSPM) is another sort of strategic planning management technique which identifies and assesses the optimum strategy for the firm. This matrix essentially uses the factors in the IFE and EFE matrix structures with their corresponding weights to compare potential alternative actions that the company might take for improvement.

**The QSPM of James and Che BBQ House is presented below:**

|  |                 | Market Development<br>(Opening more branches) |      | Product Development<br>(Introduce new products) |      |
|--|-----------------|---|------|---|------|
| Opportunity Factors  | Weight<br>(0-1) | AS  | TAS  | AS  | TAS  |
| 1. Growing student population in the area provides a steady influx of potential customers                                      | 0.07            | 4   | 0.28 | 4   | 0.28 |
| 2. Capitalize on tourism and local events by offering special promotions and catering services during festivals and gatherings | 0.06            | 2   | 0.12 | 3   | 0.18 |
| 3. Outdoor dining trend allows the establishment to expand its seating options.  | 0.05            | 4   | 0.20 | 3   | 0.15 |
| 4. Collaborations with universities for exclusive student discounts and event collaborations.                                  | 0.03            | 3   | 0.09 | 4   | 0.12 |







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|   |      |   |      |   |      |
|---|------|---|------|---|------|
| 5. Online ordering and delivery growth to improve its online presence and offer convenient delivery options | 0.03 | 2 | 0.06 | 4 | 0.12 |
| 6. Partnership with local food and craft beer movement to attract a diverse customer base                   | 0.05 | 4 | 0.20 | 4 | 0.20 |
| 7. Popularity of Grilled and BBQ Cuisine  | 0.05 | 3 | 0.15 | 4 | 0.20 |
| 8. Sustainable Sourcing Trend   | 0.03 | 3 | 0.09 | 3 | 0.09 |
| 9. Catering Services Expansion  | 0.06 | 2 | 0.12 | 3 | 0.18 |
| 10. Leveraging social media platforms for marketing and promotions.   | 0.07 | 2 | 0.14 | 4 | 0.28 |

|                |                 | Market Development<br>(Opening more branches) |     | Product Development<br>(Introduce new products) |     |
|----------------|-----------------|---|-----|---|-----|
| Threat Factors | Weight<br>(0-1) | AS  | TAS | AS  | TAS |





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|   |      |   |      |   |      |
|---|------|---|------|---|------|
| 1. Intense competition with nearby restaurants  | 0.08 | 4 | 0.32 | 4 | 0.32 |
| 2. Economic downturns that leads to reduced consumer spending                                   | 0.07 | 1 | 0.07 | 2 | 0.14 |
| 3. Shifting consumer tastes and preferences   | 0.04 | 2 | 0.08 | 4 | 0.16 |
| 4. Stricter health and safety regulations   | 0.05 | 1 | 0.05 | 4 | 0.20 |
| 5. Seasonal fluctuations in customer traffic  | 0.03 | 2 | 0.06 | 2 | 0.06 |
| 6. Supply chain disruptions resulting in menu item unavailability and customer dissatisfaction. | 0.03 | 3 | 0.09 | 2 | 0.06 |
| 7. Negative online reviews and low ratings  | 0.05 | 3 | 0.15 | 4 | 0.20 |
| 8. Rising Ingredient Costs  | 0.04 | 2 | 0.08 | 3 | 0.12 |
| 9. Environmental Concerns   | 0.04 | 1 | 0.04 | 3 | 0.12 |



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|  |      |   |      |   |      |
|--|------|---|------|---|------|
| 10. Ongoing or future public health crises (e.g. pandemic) | 0.07 | 2 | 0.14 | 2 | 0.14 |
|--|------|---|------|---|------|

|  |              | Market Development<br>(Opening more branches) |      | Product Development<br>(Introduce new products) |      |
|--|--------------|---|------|---|------|
| Strength Factors   | Weight (0-1) | AS  | TAS  | AS  | TAS  |
| 1. Offers a distinctive and diverse menu of grilled dishes and specialties | 0.07         | 3   | 0.21 | 4   | 0.28 |
| 2. Experienced Culinary Team   | 0.05         | 3   | 0.15 | 4   | 0.20 |
| 3. High-Quality Ingredients  | 0.05         | 2   | 0.10 | 4   | 0.20 |
| 4. Prime Location  | 0.07         | 4   | 0.28 | 3   | 0.21 |
| 5. Strong Customer Base  | 0.06         | 4   | 0.24 | 4   | 0.24 |



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|                                    |      |   |      |   |      |
|------------------------------------|------|---|------|---|------|
| 6. Effective Marketing Strategies  | 0.03 | 2 | 0.06 | 4 | 0.12 |
| 7. Efficient Operations            | 0.04 | 4 | 0.16 | 3 | 0.12 |
| 8. Friendly and Well-Trained Staff | 0.04 | 3 | 0.12 | 3 | 0.12 |
| 9. Clean and Inviting Ambiance     | 0.05 | 4 | 0.20 | 3 | 0.15 |
| 10. Online Ordering and Delivery   | 0.04 | 2 | 0.08 | 4 | 0.16 |

|                                 |              | Market Development<br>(Opening more branches) |      | Product Development<br>(Introduce new products) |      |
|---------------------------------|--------------|---|------|---|------|
| Weaknesses Factors              | Weight (0-1) | AS  | TAS  | AS  | TAS  |
| 1. Cost Control and Efficiency  | 0.04         | 2   | 0.08 | 2   | 0.08 |
| 2. Limited Parking Availability | 0.03         | 3   | 0.09 | 1   | 0.03 |





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|                                       |      |             |      |             |      |
|---------------------------------------|------|-------------|------|-------------|------|
| 3. Inconsistent Food Quality          | 0.05 | 1           | 0.05 | 3           | 0.15 |
| 4. Menu Complexity                    | 0.06 | 2           | 0.12 | 1           | 0.06 |
| 5. Limited Outdoor Seating            | 0.07 | 4           | 0.28 | 2           | 0.14 |
| 6. Seasonal Demand Fluctuations       | 0.05 | 2           | 0.10 | 3           | 0.15 |
| 7. Lack of Vegetarian/Vegan Options   | 0.04 | 1           | 0.04 | 4           | 0.16 |
| 8. Health and Safety Compliance       | 0.04 | 3           | 0.12 | 2           | 0.08 |
| 9. No proper organizational structure | 0.07 | 2           | 0.14 | 2           | 0.14 |
| 10. Online Presence and Reviews       | 0.05 | 2           | 0.10 | 4           | 0.20 |
| <b>TOTALS</b>                         |      | <b>5.25</b> |      | <b>6.31</b> |      |

In order for James and Che BBQ House to Grow and Build their businesses that resulted from the IE matrix, market development and product development are the two strategies that the company can



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take. Using the QSPM matrix, the market development strategy of opening new branches gets a Total Attractiveness Score (TAS) of 5.25. On the other hand, the strategy for product development, which involves introducing additional products, received a TAS score of 6.31. This makes it clearly visible that the QSPM matrix's outcome shows that product development is the James and Che BBQ House's best option for growing and building up their company. In addition to their main and current product which is barbecue, they may try offering other more reasonably priced meal items such as sizzling sisig and silog dishes. With this strategy, they can still attract customers who do not prefer to eat barbecue on certain days since they have other types of meals to offer.

#### Recommendations:

1. **Establish efficient organizational structure.** To efficiently address operational challenges such as supply chain disruptions and staff coordination, a clear and efficient organizational structure is supposed to be implemented. This ensures that James and Che's BBQ House can adapt and respond to unexpected situations effectively. According to the study by Cada (2023)<sup>xxv</sup> "doing entrepreneurial undertaking alone was "not good for the entrepreneurs."
2. **Monitor customer feedback and invest in staff training.** Due to the intense competition surrounding James and Che's BBQ House, continuous monitoring of customer feedback should allow them to adapt to the changing preferences and demand of customers which enables them to stay ahead of the competition. Investing in staff training ensures that the team can consistently deliver on customer expectations.
3. **Diversify supplier base.** Diversifying the supplier base reduces the risk of supply chain disruptions. Having contingency plans ensures a steady flow of ingredients even during unforeseen disruptions.
4. **Continuous innovation and menu diversification.** Regularly updating the menu with unique vegetarian and vegan options differentiates the restaurant, captures eco-conscious diners, and ensures freshness. Focusing on unique offerings and specialties differentiates the restaurant from competitors and keeps customers coming back.
5. **Differentiation strategy.** James and Che's BBQ House should further develop their unique selling proposition (USP) that sets them restaurant apart from competitors, such as signature sauces, cooking techniques, or themed dining experiences.





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6. **Quality assurance.** Maintain strict quality control standards for food preparation and service to ensure consistency in taste and presentation. Source high-quality ingredients, especially for meat and barbecue, to maintain the restaurant's reputation for quality.
7. **Capitalize on tourism and local events.** Offering special promotions and catering services during festivals and gatherings to boost revenue during peak tourism seasons. Promoting the experience of enjoying authentic barbecue cuisine to draw tourists seeking local flavors.
8. **Enhance social media engagement.** Actively engage with the audience on platforms like Facebook and TikTok to help build a stronger online presence. Responding to comments and messages promptly shows customers that James and Che's BBQ House values their input, fostering positive relationships.
9. **Introduce seasonal promotions and catering services.** Value-driven menus and discounts keep the restaurant's revenue stable attracting budget-conscious customers. Promoting catering services to local businesses and event organizers can provide a steady stream of revenue during off-seasons. It leverages the restaurant's expertise in catering and barbecue.
10. **Customer experience enhancement.** Continuously work on improving the overall dining experience, including ambiance, service speed, and customer interaction. Expanding the outdoor seating area can take advantage of the growing trend for alfresco dining. It accommodates more customers and can improve the overall dining experience.
11. **Customer-centric approach.** Prioritize customer feedback and preferences in decision-making processes. Implement customer loyalty programs or incentives to foster repeat business and enhance customer satisfaction.
12. **Proposed vision statement:** At James and Che's BBQ House, we envision becoming the preferred destination for authentic, flavorful, and meticulously grilled delights, fostering a vibrant community of BBQ enthusiasts. We strive to be recognized as Manila's foremost BBQ establishment, renowned for our commitment to quality, innovation, and customer satisfaction.
13. **Proposed mission statement:** At James and Che's BBQ House, our mission is to consistently deliver unparalleled gastronomic satisfaction by passionately crafting a



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menu that celebrates the art of grilling. We are committed to using only the finest ingredients, maintaining the highest standards of hygiene and sanitation, and exceeding customer expectations through exceptional service. Through our unwavering dedication to quality, innovation, and community engagement, we strive to not only be a culinary haven but also a cherished contributor to the vibrant tapestry of Sampaloc, Manila. We embrace our responsibility to operate ethically, sustainably, and with a genuine commitment to the well-being of our customers, employees, and the environment.

14. To stay competitive, James and Che's BBQ House should adeptly seize and manage opportunities, leveraging them to their advantage. It's crucial to continually assess and enhance strengths while addressing weaknesses. Consistent business and strategic planning are essential for long-term profitability, allowing them to effectively compete with rivals who may exploit opportunities for increased revenue.

#### 4. Conclusion

The importance of effective strategic management cannot be overstated. The key to thriving in the market segment over an extended period lies in formulating a well-defined business strategy with clear objectives. By developing comprehensive plans to achieve these objectives, aligning business activities in support, and judiciously allocating resources, the business can secure its position and longevity. The outlined recommendations encompass a holistic approach to addressing operational challenges, adapting to customer preferences, and capitalizing on growth opportunities.

Reflecting on the success of James and Che's BBQ House, operating for 8 years, highlights the significance of providing quality products and services. This has not only sustained a competitive advantage but also garnered a loyal customer base and established a strong brand presence. The adaptability of the business strategy in navigating internal strengths and weaknesses, as well as effectively addressing external factors, exemplifies the resilience needed for long-term success.

Crucially, in today's business landscape, where stakeholders are increasingly well-informed and socially conscious, strategic management plays a pivotal role in maintaining a restaurant's social license to operate. Consumers are not only interested in the products but also in ethical and environmentally responsible business practices. Therefore, integrating these



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components into the core of strategic management is imperative for the long-term sustainability of James and Che's BBQ House.

As the business looks toward the future, these strategic initiatives provide a roadmap for sustained success, enabling James and Che's BBQ House to not only endure but thrive in an ever-evolving culinary landscape. The researchers provided recommendations to uphold the James and BBQ House current standing and to achieve future goals. These suggestions align with findings from various matrices, including SWOT Strategy, SPACE, GSM, IE, BCG, and QSPM, reinforcing their strategic validity. By adeptly managing opportunities, addressing weaknesses, and maintaining a customer-centric approach, the restaurant is well-positioned to continue its legacy of delivering quality barbecue experiences and expanding its presence in the market. James and Che's BBQ House can not only celebrate its past successes but also pave the way for a prosperous and sustainable future in the competitive market landscape.

## 5. Acknowledgement

We would like to express our utmost gratitude and appreciation to those who helped us bring this study to fruition.

First and foremost, to Mr. Rodel Servas, the operation manager of the James and Che BBQ House, for giving his time and effort to participate in our study by answering all the interview questions and for his hospitality in welcoming us to see their business facility.

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Lastly, to the Almighty God for granting us wisdom, strength, and determination that helped us get through the difficulties and complete this study.



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## APPENDICES

### Interview Questions

1. Can you provide me with a description of your business? What services or products do you offer?
2. When did you start your business? How long have you been in business?
3. How did you get started in this business?
4. What was your mission at the start of your company?
5. How do you advertise your business?
6. Do you use any professional services for your business?
7. What made you choose your company's location? What are the advantages of this location for your operations?
8. Could you provide insights into how your products are produced or manufactured?
9. What distribution channels do you use to reach your customers? Do you do deliveries or strictly walk-in?
10. Who is your target market, and what strategies do you employ to cater to their specific needs?
11. What type of business form do you have, sole proprietorship, partnership, corporation?
12. What are the advantages of this form of business ownership?
13. How did you get the background and skills necessary to run this type of business?
14. What are your long-term and short-term business goals?
15. How do you ensure that your business goals are aligned with your overall strategic vision?
16. Can you describe any recent changes or adjustments you've made to your business goals?
17. What is the vision of your business, and where do you see the company in the future?
18. Could you share the mission statement of your business, and how does it guide your day-to-day operations and decision-making?
19. Who are the primary owners or stockholders of the company, and what roles do they play in the business?
20. Who are the key officers within your organization and their responsibilities?
21. How many staff and employees are there in your business?
22. Can you outline the organization's structure?



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23. What is the name of your business, and is there a story or meaning behind this name?
24. Could you describe the logo of your business, and what does it symbolize?
25. What are the key strengths of your grill and barbecue business that give you a competitive advantage in the market?
26. How do you ensure consistent food quality and customer satisfaction?
27. Can you describe your business's unique selling points (USPs) or core competencies that set you apart from competitors?
28. How do you effectively manage your supply chain, sourcing, and inventory to maintain product availability and reduce costs?
29. What internal weaknesses or challenges have you identified within your business operations, such as operational inefficiencies or staff turnover?
30. How do you address issues related to consistency in food preparation and service quality?
31. Are there any limitations in your current marketing and branding strategies that you're working to improve?
32. What steps are you taking to enhance your internal organizational culture and employee satisfaction, particularly in a high-pressure industry like the food service sector?
33. How do you monitor and manage your financial performance, and are there any specific financial weaknesses that need to be addressed?
34. What measures are in place to ensure the smooth functioning of your restaurant, including compliance with health and safety regulations, hygiene standards, and equipment maintenance?
35. How do government regulations and policies, such as food safety standards and permits, impact your business operations?
36. Are there any challenges related to laws or permits for outdoor grilling and barbecuing?
37. What economic issues have you observed in the barbecue industry, and how do they influence your business' performance such as pricing and marketing strategies?
38. How do fluctuations in the price of meat and other grilling ingredients affect your business profitability?
39. How do Filipino consumer preferences and cultural trends influence your product or service offerings?
40. Have you adapted your marketing strategies to align with the behavior of your Filipino consumers?
41. How do you maintain and promote a positive social image for your business, considering the growing emphasis on sustainable and locally-sourced ingredients?
42. What role does technology play in your business, and how have advancements in technology impacted your business?
43. Can you share an example of how you've utilized technology to stay competitive in the local market?



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44. Have you considered using online delivery apps such as Grab or Foodpanda to offer convenience to your customer?
45. How has technology influenced your business, such as the use of mobile apps for orders and deliveries or kitchen equipment for grilling and smoking?
46. How do you stay updated with the latest technological advancements that could improve your business processes or customer experience?
47. Are there any specific environmental concerns or sustainability initiatives that are particularly relevant to your business?
48. Have you implemented any eco-friendly practices or products in response to environmental considerations?
49. How do you address concerns about environmental sustainability, such as reducing waste, energy consumption, or using eco-friendly packaging for takeout orders?
50. What steps have you taken to minimize the environmental impact of your grilling and barbecue practices, including waste disposal and sourcing sustainable ingredients?
51. How do Philippine laws and regulations, such as taxation or labor laws, impact your business operations?
52. How do you ensure compliance with labor laws and regulations, especially concerning food handling and employee safety?
53. What steps do you take to ensure your business complies with local legal requirements?
54. What legal challenges have you faced related to health and safety regulations, intellectual property (e.g., trademarking your business name or unique sauces), or permits for outdoor grilling?

## **<sup>1</sup>Interview Transcript**

### **Transcription Details:**

Interviewee: Rodel Servas

Interviewer/s: Agustin, Rogelyn May  
Escala, Angeline Nichole

Date: October 24, 2023 (Thursday)

Location: James & Che's BBQ House -1143. I. Delos Reyes St., Sampaloc Manila

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| Timestamp   | Speaker  | Transcript   |
|-------------|----------|--|
| 0.00 - 0.06 | Angeline | So, good afternoon po, I am Angeline Nichole I. Escala, 4th year Marketing student from FEU.   |
| 0.07 - 0.13 | Rogelyn  | And I'm Rogelyn Agustin po, uhm, 4th year din po from FEU and taking up Financial Management.  |
| 0.14 - 0.25 | Rodel    | Good. So, welcome here at James and Che. So ako naman si, Rodel Servas ang tunay kong pangalan but kilala nila ako dito as Kuya Bhong as an Operation Manager ng James & Che BBQ House. So, welcome here.  |
| 0.26 - 0.31 | Rogelyn  | Thank you po. So, first of all, uhm, anong industry po kayo kabilang?  |
| 0.32 - 0.33 | Rodel    | What do you mean industry na..?  |
| 0.33 - 0.35 | Rogelyn  | Like, sector. Food sector –  |
| 0.35 - 1.00 | Rodel    | Oo, kasi kami kasi considered na kami ngayon as – hindi na kami ngayon doon sa small business. Kundi napapaloob na kami sa – kasi ni-required sa amin, gawa na ang tawag nga namin is – although meron kaming dalawang branch and then more than ten yung aming kwan, so, napabilang na kami doon sa parang – hindi na siya small business, big business na kami napaloob. Kaya kompleto 'yung requirements namin pag dating sa DTI, BIR, lahat lahat. So talagang ni-required namin 'yon. |
| 1.01 - 1.05 | Rogelyn  | So, uhm, kailan po ito nag simula? Gaano na po kayo katagal sa business na ito?  |
| 1.05 - 1.21 | Rodel    | So, nagsimula kami this ah – itong James & Che, ito 'yung original talaga. Nagsimula kami – 8 years na kami and then this coming March 18 it would be ah – 9 years na kami. So, nagsimula kami noon, March. So, medyo matagal na rin.  |
| 1.23 - 1,25 | Rogelyn  | And then, saan po kayo located?  |
| 1.26 - 1.30 | Rodel    | Ah, nag simula kami talaga sa 1143 I. Delos Reyes Street.  |



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| 1.30 - 1.31 | Angeline | ‘Eto po ‘yung –   |
| 1.31 - 1.51 | Rodel    | Oo – hindi itong space na ‘to. Nagsimula kami d’yan sa maliit na pwesto. D’yan sa maliit na pwesto kami nagsimula and then pa utay-utay, talagang grabe yung demand, grabe yung kuha ng tao kaya napilitan – ultimong yung may ari ng boarding house na ‘to, tinulungan pa nga kami rito. Talagang nag simula ito sa pag laki nang pag laki, binigay nila sa amin ito para karagdagang pwesto namin na binabayaran din namin.   |
| 1.51 - 1.54 | Angeline | So, ito po ‘yung main branch  |
| 1.53 - 1.54 | Rodel    | Ito ‘yung main, ito ‘yung main.   |
| 1.55 - 2.00 | Rogelyn  | And then, ano po ‘yung mga products or services na ino-offer n’yo sa mga customers n’yo?  |
| 2.00 - 2.30 | Rodel    | So, kung ano ‘yung nakikita n’yong produkto rito ‘yung mula sa isaw ng manok, kaliit liitan, isaw ng manok, hanggang sa pinaka mahal namin is ‘yung bangus at tsaka ‘yung pusit. So, andon ‘yung isaw ng manok, isaw ng baboy, meron tayong bulaklak, pork barbecue – pork barbecue is the one of the best seller namin. Umuubos kami ng 750 a day, minimum ‘yon – sticks, isang araw. So, sa isang branch lang ‘yon. So, we have chicken barbecue, meron kaming bangus – so lahat naman ‘yon, so we have almost 20 varieties of barbecue na sa sticks. Nasa 20 ‘yan. |
| 2.31 - 2.34 | Rogelyn  | So, paano n’yo po s’ya napo-produce? Inaangkat n’yo po ba s’ya?   |
| 2.35 - 2.59 | Rodel    | Yes, mula sa simula meron na kaming supplier syempre nag simula kami na inalam muna namin kung paano ‘yung kalakaran. So, and’yan ‘yung kaming namamalengke and then tumagal ng tumagal dahil nga sa palaki ng palaki ng palaki na ‘yung aming pinamimili sa kanila, nagkaroon kami ng talagang supplier na talagang s’ya na lang ang kinukunan namin. So, ang gagawin namin io-order namin sa gabi, pagka-umaga, madaling araw, pumupunta na ‘yung mga tao don, pick-up na lang ‘yon.  |
| 3:00-3:03   | Rogelyn  | So lahat po ng product niyo sa iisang supplier lang po talaga?  |



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| 3:03-3:18 | Rodel    | No, yung mga gulay na ginagamit namin dito sa ihawan, yan ay binibili namin, kami mismo namamalengke sa Divisoria. Pag dating sa chicken, barbeque, bangus, pusit, is yan talaga sa Blumentritt, dun na namin kumukuha yon, meron na kaming supplier talaga.   |
| 3:19-3:25 | Rogelyn  | Sa distribution channel naman po, talagang walk in lang, or nagdedeliver din po kayo?  |
| 3:25-4:07 | Rodel    | So before, gaya nga ng sabi naming sa inyo, dalawang klase ang naapektuhan nung pandemic, merong lumubog as in nalugi, meron nakilala, so kami nakilala sa pandemic kasi tinary namin na magonline, so doon kami nakilala sa online na yun, so talagang kung saan-saan nakakarating ang aming paninda, marami na rin kaming follower kasi meron kaming sarili namin page. Then sa dami nga ng studyante, napagisipan namin, dahil ako rin nagiisip, kasi may alam din ako sa marketing, nag isip kami ng strategy na buy 2 take 1 ang barbeque, kinagat ng tao. Ayun na hanggang sa pinakamalayo naming delivery is sa Sta. Rosa, Laguna at Sta. Maria, Bulacan. |
| 4:08-4:12 | Angeline | Anong social media po ang gamit niyo?  |
| 4:12-4:25 | Rodel    | Facebook lang, pero andon kami na parang iboboost naming siya, nakakarating pa sa ibang bansa for 1 week, magbabayad kami. So, twice lang kami nag try pero dito palang grabe na, nakita namin.  |
| 4:25-4:29 | Rogelyn  | Ano po yung mga target market niyo?  |





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| 4:30-4:56   | Rodel    | Syempre una, studyante, kais nasa u-belt tayo, kaya yung preparation ng pagkain is para talaga sa estudyante, although may department head dito sa atin, mga government officials na talagang nag order sa amin, meron kaming kliente noong pandemic, halos lahat ng hospital na nakapaikot sa atin, meron sa St. Luke's merong Cardinal Santos Hospital, basta yung mga nakapalibot dito.  |
| 4:56-4:57   | Angeline | Kapag may events po?  |
| 4:57-5:34   | Rodel    | Hindi, noong pandemic yun, ngayon naman ang pinakamalaking kliyente naman pagdating sa inihaw is MPD, twice na kami kinukuha ng Manila Police District sa may U.N. First order nila sa amin, 2 years ago, is 78,000 na halaga ng inihaw. Last year ang in order nila sa amin is 98,000 worth of inihaw. So lahat ng department heads, MPD sa amin. Meron kaming mga taga BIR. Kasi hindi lang siya inihaw na nakikita niyo sa bilao, meron din kaming mga food packs. Ang Bureau of Treasury ang lakas umorder sa amin niyan, mga foods packs, tuwing may events sa kanila, may food packs kami, yun yung kinukuha nila. So, marami talaga. |
| 5:35-5:40   | Rogelyn  | In terms naman po sa organization, iisa lang po ba ang may ari or partnership po siya?  |
| 5:40 - 5:59 | Rodel    | Isa lang may ari, magkakapatid kami, yung James, bayaw ko yan, yung Che ate ko, ako yung and (&). Marami kasi nagtatanong kung saan daw si Kuya Bong, gawa nga ako yung lagi nakikita dito, so ako talaga yung pagdating sa operations...   |





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| 6:00 - 6:08  | Rodel    | Kasi yung Ate ko medyo mahina ang pagmumukha, parang nahihya sila, eh ako yung makapal ang mukha. So ako yung talagang kumakausap kung ano dapat gawin  |
| 6:09 - 6:12  | Rogelyn  | And then for later po, may organizational structure po ba kayo?   |
| 6:13 - 6:14  | Rodel    | Ano yung organizational kwan?   |
| 6:15 -6:16   | Angeline | Parang yung pinaka may ari tas may –  |
| 6:17 -6:20   | Rodel    | Ay wala naman, so kami kasi dito ay parang family business na lang  |
| 6:21 - 6:22  | Angeline | Ahh so family business po   |
| 6:23 - 6: 35 | Rodel    | Family Business na lang katulad nung sa cashier doo ay kapatid ko yan, Si Gelo is pamangkin ko yan, minsan ang cashier pamangkin. So kami lang din, tulong tulong lang kami magkakapatid pero may sarili kaming Accountant. Siya ang naglalakad kung ano yung kailangan namin, sa kanya lahat yun |
| 6: 36 - 6:37 | Angeline | Okay po   |
| 6: 38 -6: 48 | Rogelyn  | And then sa may owners, pwede po makuha mamaya yung pangalan ng owners pati employees pati yung business logo tsaka pipicturan din po   |
| 6:48 - 6:49  | Rodel    | Okay, no problem  |
| 6:49 - 6: 50 | Angeline | Pati rin po yung mga permits  |
| 6:51 - 6: 53 | Rodel    | Okay, kompleto naman yan, makikita niyo nakasabit. Picturan niyo na lang  |
| 6:54 - 6: 55 | Angeline | Okay po   |
| 6:56 - 6:57  | Rogelyn  | And then may mission and vision po ba kayo?   |
| 6:58 - 7:35  | Rodel    | So kami beh, sa totoo lang basta kami may goal. Ang sabi nga namin is parang kwan na hindi lang dapat kami ang umaasenso at hindi lang dapat kami yung dapat maayos ang buhay pati ang mga tao namin. Ang pangarap namin is one of these days is meron din sila nyan. Although                    |



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|             |          | nagsisimula na kami, may mga tauhan kami na binibigyan namin ng puhunan na gusto nila magkaroon ng ganyan. Tsaka di kami madamot sa employees, 'di kami madamot kasi ang tao gusto ganito, okay no problem yan. May mga kaibigan kami na gusto sa aibang lugar, binibigyan namin di kami madamot. As long as maganda ang layunin, makatulong sa tao, walang problema. Kasi galing din kami, mahirap din kami.   |
| 7:36 - 7:56 | Angeline | Sa ano naman po ,tungkol sa PESTEL naman po ito. Meron po bang laws and regulation ng gobyerno yung nakaka-affect sa food standard, parang may laws po bang need i-meet?  |
| 7:57 - 8:17 | Rodel    | Saa amin kasi – alam mo kasi sa isang negosyante, kapag di ka sumunod tatamaan ka eh pero kapag kompleto yung lahat ng requirements mo, 'di ka tatamaan eh. Ganun lang yun. Ang unang apektado pagdating sa batas ng gobyerno ay yung mga hindi sumusunod pero kung ikaw sumusunod balewala sayo yan eh. Lahat yan kompleto kaya 'di kami natatakot. Puntahan man kami ng kahit anong departamento, meron kami.   |
| 8:18 - 8:27 | Angeline | So next po is – nung nagsimula po kayo meron po ba kayong naging problema sa mga permits, sa mga law nung nag-start kayo sa pag-ano nitong business?  |
| 8:28 - 9:00 | Rodel    | Oo naman, kasi normal lang kasi yun. Normal lang yun kasi unang una magsisimula ka. Tsaka 'di namin ine-expect na magiging ganito 'tong negosyo na 'to. Sino ba mag- aakala na magsisimula sa capital na 3,500 and then diba – sino mag-aakala. So dumating sa pagkakataon na sabi naman lagi nung padami ng padami yung tao namin, pinupuntahan kami dito ng taga-city hall, ganun ganun so– onti-unti rin namin na natutunan dapat pala naming gawin, dapat pala naming gawin. Hanggang sa nagkaroon kami ng sariling Accountant para mag-ayos ng lahat ng requirements namin. Cinomply lahat namin |
| 9:01-9:08   | Angeline | so next po, Economic issues, like sa pag taas nung presyo nung pandemic po paano po yon nakakaapekto sa business niyo?  |
| 9:10-10:36  | Rodel    | Ay talagang apektado kami don. nung nagsimula kami ang barbecue namin is only 12 pesos, 8years ago. nagsimula kami na 12 pesos lang ang barbecue then talaga yung isaw 10 pesos na yan. pero etong panahon talagang pataas ng pataas ng pataas syempre mag aadjust din kami. hindi  |







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|             |          | <p>namin binibigla, kundi pautay-utay. so hanggang dumating itong pagkakataon sabi namin na ang apektado customer. diba? so andon kami sa pamantayan na di baling maliit, pag madami malaki na rin yon. hindi kami tumitingin don sa dapat malaki agad ang kita. so, don kami sa pautay-utay namin kung paano namin iaadjust na sa kapag pinagsama sama mo, ok na din. can you imagine tumutuhog kami ng 15,000 sticks everyday, may tig piso lang kami don may 15,000 na kami diba? so talagang wala naman kaming inadjust sa pagdating sa ingredients, wala kundi pinapaliwanag din namin sa customer kung bakit kailangan namin tumaas. hindi kami nagbago sa timpla kung ano yung james and che day 1 hanggang ngayon yon padin yung timpla namin, yun padin ang ingredients namin. so, utay-utay lang namin binabago, hanggang ma meet namin ang talagang customer satisfaction na reasonable na 25 pesos na ang barbecue namin dahil nga symepre kumbaga kasama yon sa presentation namin sa pagkain. siguro naman makikita niyo tignan mo hindi kayo makapasok dito kung hindi malinis diba. minementain lang namin kumbaga tinutuloy lang namin ang ganong systema.</p> |
| 10:38-10:53 | Angeline | <p>So, yung sa ano po yung sa how do they implement, yung sa panlasa ng customer, paano niyo po yon inaano yung kung magugustuhan po ba</p>   |
| 10:53-11:45 | Rodel    | <p>yon yun, kasi alam niyo saamin kasi parang sinasabing malimit kung bakit dumami yung produkto namin. nandon kami sa pamantayan namin na find products for your customers, not find customers for your products. so, kung ano yung alam namin na wala rito yun ang nilalagay namin dito. actually nagsimula kami nasa 12 varieties lang yan. labing dalawang piraso lang pero nadagdagan namin kasi eto yung wala e, so nadagdag. so, yung timpla although wala naman nagaral saamin ng culinary or kung ano, wala. kasi yung para samin tinitikman muna namin, bago iserve sa customer. what i mean is tinitikman namin hindi yung kinakagatan ha, hindi. kumbaga yung lasa, lasang pinoy, kung ano yung gamit ng kung ano talaga ng ano sa customer minementain lang namin. kung meron kaming naririnig na “kuys medyo ganito” ok no problem. willing kami sa mga ganon para mas mapapabuti pa namin ang aming pagseserbisyo.</p>   |
| 11:46-11:51 | Angeline | <p>Paano niyo po namementain yung positive na image na business niyo po?</p>  |





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| 11:52-12:35 | Rodel    | So, isa yan when i meet, sinasabi ko sa tao ko katulad kagabi ng meeting. Ang sinasabi ko sa tao is itrato iyong iyong sarili na kayo yung customer. Ganon dapat diba? Hindi pwedeng iserve ang pagkain na pwede na. Kailangan pwedeng - pwede bago iserve sa lamesa. Customer dapat, laging isipin niyo na kayo nagbabayad ng 25 pesos and then sunog yung barbecue, which is bad. So, kelangan bukod sa inihaw, yung sa preparation sa kanya palang parang quality control siya. Hindi pwedeng iserve pag sunog, hindi pwedeng iserve pag hilaw. Basta as long as maganda na yung texture ng barbecue, ok na yon. Talagang ganun ang ginagawa namin. Talagang minementain namin, hindi pwede yung “pwede na yan” kailangan pwedeng pwede bago iserve sa customer. |
| 12:35-12:50 | Angeline | So, aside po doon sa Facebook na nangyari po noong pandemic, may iba po ba kayong ginamit na technology or social media para i-promote ‘tong business n’yo po?  |
| 12:05:13:25 | Rodel    | Wala naman, I think yung mas nakilala kami dahil din sa recommendation ng mga customer. Isa ‘yon, gawa ng minsan nakikita namin rito, ‘pag araw ng linggo, nandiyan yung nanay, may isang estudyante, may kasamang nanay at tatay, kasama ‘yong kapatid. Instead na umuwi ‘yong estudyante, dito niya dinadala. Sinasabi “Mama, may masarap na kainan doon sa UST malapit”, so sila na yung pumupunta rito, and then meron ‘yong mga kaibigan na nakatikim dito, minsan—you can imagine, huh? Mayroon tayong La Salle, nakakarating dito. Isa lang nakakain, pagbalik dito ang dami na nila. So, recommendation din ng mga customer.  |
| 13:25-13:31 | Rogelyn  | Tapos, during pandemic po, ‘di ba po, siyempre, dahil po sa mga protocols—paano n’yo po nadedeliver ‘yong pagkain?  |
| 13:31-14:01 | Rodel    | So, kumuha kami ng IATF, unang-una. Sampu ‘yong kailangan para makapagdeliver ka—permit, and then may sarili kaming sasakyan, and then ganoon lang ginagawa namin. And then, pandemic, ang tao doon siya nag-iihaw lang at saka iyong nag p-prepare. Pagdating dito sa loob, hiwahiwalay. Although isang buo kami, talagang doon lang, hindi kami lumalabas na. And then, may sarili kaming rider, yung   |





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|             |          | rider is mayroon ding IATF na permit, ganoon lahat, sinunod namin iyon.  |
| 14:01-14:10 | Angeline | Kinonsidera niyo rin po ba mag-ano sa mga grab, sa mga online delivery?  |
| 14:10-15:00 | Rodel    | Yes, maraming offer sa amin noong pandemic. Ang daming umo-offer na mga kuan sa kuan. Ang ayaw namin sa grab is broken time. What I mean is, may o-order na isang tao, limang pirasong barbeque o kaya sampung barbeque. Iyon lang ang o-orderin niya, talo na kami 'pag nagpadikit kami ng uling. Ilang supot na uling and then iihawin namin is labing-limang barbeque lang—talo kami. So mag ginusto namin na 'yong sa amin lang, na kung talagang advance order, sa page na lang namin. And then, kasi sobrang dami naman siya. Ang grab kasi kung kailan maisipan noong taong umorder, saka lang oorder, so mahirap—walang uling, patay 'yong apoy, o-order sila. Para at least magkaroon din ng pahinga 'yong tao namin, talagang mayroon kaming cut-off. Ngayon open kami sa orders, pagdating ng 9 o'clock, stop orders na—9 o'clock in the evening. |
| 15:00-15:04 | Angeline | Ah, okay po, so mayroon din po kayo rito sa ano, mayroon din po kayo sa facebook.  |
| 15:04-15:06 | Rodel    | Oo, sa Facebook at saka 'yong mga kuan.  |
| 15:06-15:24 | Angeline | So 'yong sa ani naman po—nasagot na ni sir.  |
| 15:24-15:33 | Rogelyn  | In Terms po sa environment diba po take out, syempre po nagkaroon ng pandemic po last year nagkaroon po ba kayo ng paper bags?   |
| 15:33-16-05 | Rodel    | Yes! Nag try kami ng paper bags. Ang problema sa mantika napupunit diba napupunit siya so ayun ang isang pinakamalaki ano namin gusto namin sumunod, the problem is hindi pwede gawa ng yung mag take-out ilalagay mo siya don sa paper bag baka pag dumating na sa bahay yun mag laglagan na yung barbeque. Nagkaroon kami dito ng take-out yung sa plastic na bilao yung plato doon namin nilalagay yung yung ginagamit namin pero ngayon more on sa plastic talaga, kasi wala kaming maisip kung ano pwede gawin eh.  |



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| 16-05-1619    | Angeline | Uhm yung about po sa business name niyo po yung logo nasa permit din po yun diba?   |
| 16:19-16:32   | Rodel    | Ahh kailangan dapat registered sa SEC yan, so may sarili kami taga gawa ng logo namin and kaya kami lang yung makita niyo na may logo na ganyan   |
| 16:35-16:36   | Angeline | Ito po yung logo niyo?  |
| 16:36-16:48   | Rodel    | Ah ito yung logo namin yung may apoy-apoy ayan yung sa labas namin makita mo yun and sa page namin makita mo yun yun yung pinaka logo namin.  |
| 16:53-17:05   | Rogelyn  | Sabi niyo nga po nag simula po kayo sa maliit na store then lumaki po siya ng ganito ano po sa tingin niyo ang pinaka advantage niyo sa ibang nag iihaw?  |
| 17-05-18:00   | Rodel    | Unang una sa presentation yung environment yung ambience ng isang kainan kasi more on dyan pag sinabi mong ihawan is yung typical ng sa labas, kami susunod kami hiningian kami ng barangay ng dapat na may chimney so ginawa namin yun. Although madami nag tatanong samin nung una e kwento ko lang nung nakaraan pandemic ayaw nila kami paniwalaan akala nila yung ihaw na order namin galing sa labas, alam mo binisita kami ng mga doctors dito may mga pumunta na doctor dito na hindi makapaniwala “ay ang laki po pala ng james and che” ang advantage lang namin sa kanila siguro yung presentation ng pagkain ngayon mag ikot kayo puntahan niyo yung ibang ihawan nakabuyangyang lang yun don at yung pagkain namin dito. |
| 18:00 - 18:24 | Rodel    | First in first out, ibig sabihin kapag naubos yan tsaka kami maglalabas, meron kaming freezer na nandon yung pagkain para ma-maintain yung freshness ng pagkain. Bago ilabas yon pag wala na, kukuha sa ref tsaka ilalabas. Hindi yung kung ano yung paninda namin naka-display na lahat. Yun bang bangus tsaka pusit namin as per order. Una gagawa lang muna ng tatlo, pag naubos yon pag may order tsaka lang gagawin. So yun ang mini-maintain namin para yung lasa niya hindi magbago. Yun ang lamang namin sa kanila.   |



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| 18:24<br>18:36 | - Rogelyn              | So nabanggit niyo rin po na parang malaki po lagi yung mga volume of orders sa inyo, paano niyo po nami-maintain yung inventory niyo para ma-satisfy yung ganon kalaki.  |
| 18:37<br>18:55 | - Rodel                | Beh yun ba namang sa 8 years naming, 8 years ng operation namin ano, so alam na namin kung ano yung nauubos namin araw-araw. Kaya kapag meron kaming online orders, meron kaming sa gabi namo-monitor namin, meron kaming 360 na barbecue na order, nag-coconsume kami ng 750, so kailangan bukas dapat 1,100 ang kukunin namin. Monitor namin yon.  |
| 18:56<br>18:59 | - Rogelyn              | So sa tingin niyo naman po ano po yung parang pinaka-challenges sa business sa business niyo po?   |
| 19:00 - 19-45  | Rodel                  | Ang pinaka-challenge dito siyempre unang-una filipino mentality, ayung crab mentality na parang sinasabi na kapag mahitik ang bunga, binabato. Pilit niyang binabato ng mga issue diba. Kaya nagugulat nalang kami bakit halos ng departamento ng gobyerno pumupunta dito sa amin. Hinahanapan kami, ah sss, hinahanapan kami. Ang sabi namin kumpleto po kami, ang napapansin ko lang bakit kami nalang ang palagi niyong pinupuntahan? Bakit di niyo puntahan yung kapit-bahay baka mamaya kapag inyong hinanapan, wala sila. Kami yung malimit pinupuntahan. Yun siguro tinuturo kami. Kulang nalang ipasara yung aming tindahan, pero wala naman silang makitang butas kase kumpleto kami sa permit. Yun ang problema namin. |
| 19:50<br>19:52 | - Angeline and Rogelyn | Thank you po!  |
| 19:53<br>20:00 | - Rodel                | Wala na ba? Sige pwede kayo magtanong sakín para atleast, eto ituro ko na rin sa inyo bilang pagdating ng araw mga negosyante kayo diba?   |
| 20:01<br>20:02 | - Angeline and Rogelyn | Opo  |
| 20:02<br>20:55 | - Rodel                | One of these days kayo may kaniya-kaniyang negosyo, dagdag pa yung kapatid ko sa inyo na pag nagsimula kayo ng negosyo dapat hands on  |



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|               |          |   |
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|               |          | <p>kayo. Hindi porket kumikita na yung negosyo pwede na matulog, mag travel travel na lang kase ganiyan, hindi. Kailangan pa rin kahit papaano andiyan yung presensiya ng may-ari. Presensiya ng kung sino ang andito. Hands on dapat kayo sa negosyo. Yung ang isa sa mga bagay na wag kang magpa-kampante porket kumikita na umalis ka na. Hindi, kailangan kahit papaano, kahit wala ka rito. Although, kahit hindi naman personal, tinatawag-tawagan ka, kinakamusta, monitoring ang dapat. Andon ang pagmo-monitor niyo. Kung gusto niyo ng ganitong negosyo, unang-una imaintain lang lagi natin, sinasabi nga natin kapag meron tayong layunin, meron tayong mission, meron tayong sistema, dapat naka-focus tayo. Yun lang yon.</p> |
| 20:55 - 21:03 | Rogelyn  | <p>Tapos, in terms naman po sa ano, parang may mga secret recipes po ba kayo? Kase na-mention po sa logo niyo parang Mangyan.</p>   |
| 21:03 - 21:24 | Rodel    | <p>Ayan, maganda yung tinatanong n'yo yung mga 'yan. Kung bakit may mangyan's pride, kasi taga Mindoro kami. Ang Mangyan is sila yung native ng Mindoro, sila yung sinaunang tao ng Mindoro. Parang trademark din namin 'yan, James and Che Mangyans' Pride para at least malaman nila na kami ay taga Mindoro. And then sa recipe, meron kami na hindi nila alam 'yan.</p>   |
| 21:24 - 21:25 | Rogelyn  | <p>Parang isa din po ata yung sauce.</p>  |
| 21:25 - 21:34 | Rodel    | <p>Meron kaming sauce na 'yan is samin lang 'yan. Kahit puntahan n'yo sa iba 'yan wala, dito lang sa amin. 'Yan yung pinag-aralan namin kung paano mapasarap, na isa sa mga talagang hinahanap din talaga ng mga estudyante 'yan.</p>   |
| 21:34 - 21:38 | Angeline | <p>Nakaano rin po yung secret sauce n'yo sa... (inaudible)</p>  |
| 21:38 - 21:50 | Rodel    | <p>Syempre, syempre at lalo na syempre unang-una kailangan magiliw ka sa customer. Magiliw ka sa customer, kahit gaano kaganda ng restaurant mo kung may katarayan ka dito at hindi ka marunong mag entertain I think aalisan ka ng customer.</p>   |





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| 21:50<br>21:50 | - | Angeline | Yes po.   |
| 21:50<br>22:08 | - | Rodel,   | So dapat jolly, hindi lang Jollibee dapat dito sa James and Che jolly ka rin pag dumating ka dito. Ultimo pati sa pakikipag communicate sa tao. Tulad ako, lahat winewelcome ko rito. Lahat winewelcome ko rito, ano man ‘yan kausapin ko kung kinakailangan. At open kami sa suggestions, yung puna n’yo sabihin n’yo sa amin para mas mapapabuti pa namin ang serbisyo. |
| 22:08<br>22:15 | - | Rogelyn  | Tapos yung sa in terms naman po sa mga employees n’yo, paano n’yo po sila ine-employ? Based po sa experience or kakilala po ba?   |
| 22:15<br>22:30 | - | Rodel    | Ahh recommendation, recommendation din ‘yan na yung mga tao dito na nakikita nila kumbaga yung kailangan natin ng tao, kailangan natin magdagdag, sila na rin mismo yung nagre recommend. “Yung doon po sa amin po, meron po mga walang trabaho, papuntahin po namin.”  |
| 22:30<br>22:30 | - | Angeline | Trine-train n’yo rin po?  |
| 22:30<br>22:45 | - | Rodel    | Actually, magsisimula ka muna dito sa kusina e pag bago ka. Mangungusina ka muna pag bago ka, and trine-train syempre. Tinuturuan, madali lang naman matuto gawa ng pagtuhog kasi iba talaga yung nagmi-mix, iba yung nagtitimpla. Isang tao lang yung nagtitimpla rito.  |
| 22:45<br>22:48 | - | Angeline | Ah, dahil nga po sa secret recipe.  |
| 22:48<br>23:00 | - | Rogelyn  | Tapos siguro last thing nalang po, sa mga best sellers yung mga products po ano po yung considered na best sellers tapos mga product po na medyo hindi po ganon ka  |
| 23:00<br>23:19 | - | Rodel    | Yung sa amin kasi lahat e, kasi pagdating ng 11 o'clock wala na e. Oo pagdating ng 11 o'clock ubos na yung paninda namin, bihira kami natitirahan. Matirahan man kami siguro yung mga ilang pirasong sticks ganon lang. Halos lahat pero one thing, isang kwan talagang kilala kami, pork barbeque at chicken skin.   |





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| 23:19<br>23:22   | - Angeline | Mga anong oras po kayo nag i-start magbukas, mga hapon?  |
| 23:22<br>22:31   | - Rodel    | Ang bukas, ang operation namin nadatnan n'yo, ay ganitong oras gawa ng hindi pwedeng, hindi ko ina-allow dito yung i-mop mop lang ito. Talagang may zonrox, may sabon.   |
| 22:31<br>22:31   | - Angeline | Opo nga po, nakita nga po namin  |
| 22:31<br>23:46   | - Rodel    | Ginaganon namin, hindi namin ina-allowed na mop mop mo lang 'yan, hindi. Talagang, gigising sila ng 2:30 ilalabas nila lahat ng mga ito. 3 o'clock may nagmo -mop dito. Start kami n'yan 4 o'clock meron, pwede na kayo mag dine in dito sa loob.                  |
| 23:46<br>23:49   | - Rogelyn  | Yun na po lahat.   |
| 23:49<br>23:57   | - Rodel    | Yun lang, baka meron pa kayo nakalimutan. Kung ano man yung pwedeng maitulong ko sa inyo. Sa kwan n'yo itanong n'yo sa akin baka masagot ko.   |
| 23:57<br>- 24:00 | Angeline   | Nasagot n'yo na po lahat.  |
| 23:57<br>24:13   | - Rodel    | Baka mamaya meron kayong kulang, pag may gusto kayong idea, o kung gusto n'yo ibang karagdagang info pwede n'yo naman akong tanungin. Pag bitin be, pwede n'yo ako puntahan dito, pag medyo kulang , pag mali yung sistema natin balikan n'yo ako rito. Usap tayo. |
| 24:13<br>24:20   | - Rogelyn  | Pero basta, basta po lahat po nung parang financial activities n'yo po, yung sa cash flow n'yo po yung accountant n'yo po talaga yung naghandle lahat.   |
| 24:20<br>24:31   | - Rodel    | Mhm oo pagdating sa, ay yung sa pera naman is sa amin nalang 'yon. Yung accountant naman sa kung ano yung mga bayarin, lahat ng mga sistema sa kanya 'yon.   |





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| 24:31<br>24:31 | - Rogelyn              | Sa mga tax po.  |
| 24:31<br>24:34 | - Rodel                | Pero sa may tax sakanya lahat 'yon. Sakanya 'yon lahat.   |
| 24:34<br>24:35 | - Angeline             | Okay po.  |
| 24:35<br>24:38 | - Rodel                | Wala na?  |
| 24:38<br>24:40 | - Angeline             | Wala na po, pero if ever po na may tanong pa po.  |
| 24:40<br>24:51 | - Rodel                | Sige, walang problema puntahan n'yo ako rito. Basta nandito ako hanapin n'yo lang ako, si Kuya Bong. Interviewhin n'yo, kasi naka schedule rin CEU tsaka UST. Sa 27 naman 'yung isa.  |
| 24:51<br>24:52 | - Angeline             | Sikat po talaga kayo dito.  |
| 24:52<br>25:24 | - Rodel                | Oo naman, kaya nga dito sa amin sa James and Che, every anniversary may unli rice, free soft drinks dito, may chocolates pa bilang balik pasasalamat sa mga customer. May unli rice kami dito, March 18, February 14 unli rice, free soft drink kami dito. Punta kayo. Oo, pasyal kayo rito minsan sa amin kung ano man yung kwan n'yo. Basta kung ano man, kulang man yung sinabi ko at meron kayong baguhin, puntahan n'yo lang ako. Hindi ako magsasawang interviewhin n'yo. Hindi magsasawang i-entertain ko kayo, makatulong lang ako, makapag graduate lang kayo ng maayos. |
| 25:24<br>25:27 | - Angeline and Rogelyn | Thank you po.   |
| 25:27<br>25:33 | - Rodel                | Basta pagdating sa pag-aaral, hindi lang sa ngayon may kaibigan kayong kailangan nila 'to sabihan n'yo pumunta sila sa akin. Kausapin nila ako.   |





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| 25:33<br>25:33 | - Angeline             | Thank you sir.                              |
| 25:33<br>25:34 | - Rodel                | No problem, good luck sa pag-aaral n'yo ha? |
| 25:34<br>25:35 | - Angeline and Rogelyn | Opo, thank you po.                          |
| <b>END</b>     |                        |   |

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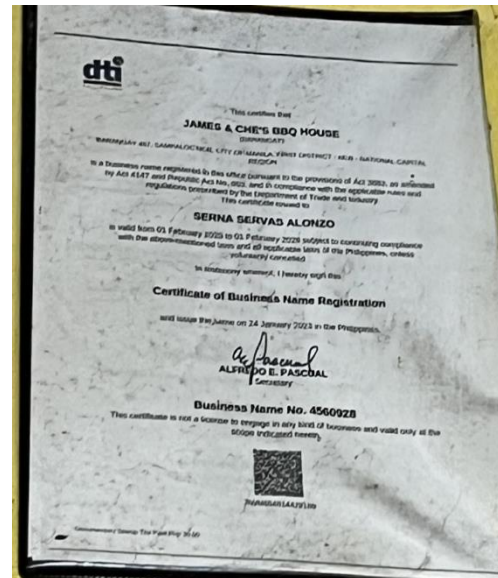
| KIND OF BUSINESS     | PERMIT FEE | REMARKS  |
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Group photo with Rodel Servas (interviewee)





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