

A SWOT Analysis of Tsoko Bistro, Philippines: Basis for Five-year Development Plan

Vincent P. Bersabal¹, Klent B. Cabras², Chris Anthony T. Cavalida³

^{1,2}Student, Faculty of Business and Management, Davao Oriental State University

³Faculty Member, Faculty of Business and Management, Davao Oriental State University

Abstract

The study aimed to evaluate the strategic position of Tsoko Bistro, a Western cuisine-inspired food establishment in the City of Mati, Davao Oriental. The study employed a qualitative design using the SWOT analysis technique to assess the internal strengths and weaknesses, as well as external opportunities and threats that influence the business's performance and growth. Data were collected through interviews with the management team, field observations, and documentation. The findings revealed strong brand identity, customer service, and menu innovation as major strengths, while challenges such as limited space, lack of digital integration, and staff inconsistency were noted. It also revealed growing tourism in the city, business expansion, menu options, and collaborations as opportunities for growth and development, while market competition, economic instability, and service inconsistencies were among the threats. The study proposed actionable recommendations, including enhanced digital marketing, space optimization, staff training, and community engagement. A five-year development plan (2025–2030) was also presented to support Tsoko Bistro's vision of becoming a top dining destination in the City of Mati. The study contributes insights into sustainable small business development in the Philippine food service sector.

SDG Indicator:

#8 Decent work and economic growth

#9 Industry, innovation, and infrastructure

#12 Responsible consumption and production

Keywords: Strategic Management, SWOT Analysis, Food service, Customer satisfaction, Development

1. Introduction

In the evolving landscape of the Philippine food service industry, strategic management and positioning have become critical components for business sustainability and competitiveness, particularly among small to medium-sized enterprises (SMEs). According to the Department of Trade and Industry (DTI), SMEs comprise 99.6% of all businesses in the Philippines, with a substantial proportion of these establishments operating within the food and beverage (F&B) sector (DTI, 2023). This trend underscores the significant role that local food establishments play in economic development, job creation, and cultural expression (Department of Tourism, 2023; Philippine Institute for Development Studies, 2025; Lallen, 2024). Furthermore, the food service industry contributes substantially to the country's GDP and provides livelihood opportunities across various regions. However, despite their considerable contributions to the local economy, many of these businesses face challenges related to

resource limitations, fluctuating market demands, intense competition, and the ongoing need for continuous innovation to remain relevant in a fast-evolving marketplace. Studies emphasize that SMEs in the food industry must adopt strategic innovation and marketing tactics to survive and grow in a highly volatile environment.

Tsoko Bistro offers a compelling example of an entrepreneurial venture that has successfully navigated these challenges. The establishment began as an online food venture and transitioned into a full-fledged brick-and-mortar business during the disruptive period of the COVID-19 pandemic. The pandemic fundamentally altered consumer behaviors, particularly in terms of dining and food services, as people increasingly sought convenience, safety, and digital engagement (Manila Bulletin, 2021). According to Kim et al. (2021), the pandemic accelerated digital transformation in the F&B industry, prompting food businesses to explore hybrid business models integrating online platforms and physical locations. This shift in consumer expectations created both challenges and opportunities for businesses. Tsoko Bistro's decision to pivot from operating primarily through social media-based selling to establishing a physical presence in 2022 reflects the business's adaptability and ability to respond to changing market dynamics. By embracing digital platforms for delivery and marketing while simultaneously expanding into a physical space, Tsoko Bistro was able to meet the evolving needs of customers and sustain its operations during uncertain times. This type of agile transformation aligns with the findings of Chatterjee et al. (2022), who assert that resilience and digital integration are essential for post-pandemic business survival, especially among SMEs.

Mati City, located in Davao Oriental, serves as the backdrop for Tsoko Bistro's operations and plays a pivotal role in the business's strategic positioning. As an emerging hub for tourism and local commerce, Mati City has experienced steady growth in both domestic and international tourist arrivals. The city's appeal, driven by its beautiful beach destinations, cultural events, and enhanced infrastructure, provides a fertile ground for the growth of food establishments. Additionally, the strategic location of local food businesses in tourist-centric areas can significantly impact brand visibility and revenue generation (Ramirez, 2020). In particular, dessert cafés and bistros have garnered significant attention from younger consumers, including millennials and Gen Z, who seek not only quality food offerings but also aesthetically pleasing dining spaces (Statista, 2022). Research by Leung et al. (2020) also highlights that ambiance and experiential dining significantly influence the satisfaction and loyalty of younger consumers, further reinforcing the need for establishments like Tsoko Bistro to integrate visual appeal and digital presence into their marketing strategies. This trend presents a unique opportunity for Tsoko Bistro to align its brand with the aspirations of a demographic that values both culinary experiences and social media engagement.

The strategic analysis of Tsoko Bistro is crucial to understanding how the business can continue to build on its existing success, address industry challenges, and leverage its internal capabilities to remain competitive. Through a detailed examination of the company's strengths, weaknesses, opportunities, and threats (SWOT), this study aims to generate valuable insights that can guide the business's management decisions and long-term strategic planning. This research also holds broader implications for other provincial food enterprises seeking to scale their operations, enhance service quality, and cultivate a loyal customer base in an increasingly competitive and dynamic marketplace. According to Porter's (2008) theory of competitive advantage, understanding internal capabilities and external market forces is crucial for firms aiming to build a sustainable strategic position. By understanding the key drivers of

Tsoko Bistro's success and challenges, this study can contribute to the development of best practices for small businesses looking to thrive in the ever-changing food service industry.

The study aims to assess the strategic position of Tsoko Bistro in Mati City, Davao Oriental by identifying its key strengths, weaknesses, opportunities, and threats (SWOT). It also seeks to provide strategic recommendations to enhance competitiveness, operations, and customer satisfaction, and to develop a five-year plan aligned with the bistro's long-term goals.

2. METHODS

This section contains the methods used to accomplish the study. It included the design and procedure, material and instrument, and ethical considerations.

Design and Procedure

This study utilized a qualitative case study design to conduct a strategic analysis of Tsoko Bistro, a locally owned food establishment situated in Mati City, Davao Oriental. The case study method was chosen for its capacity to facilitate an in-depth exploration of real-life phenomena within a specific context (Yin, 2018). Recent research underscores the effectiveness of case studies in capturing the complexities of SMEs' strategic decision-making processes, particularly in dynamic environments (Tawil et al., 2023). In this research, the context involved examining Tsoko Bistro's strategic positioning by understanding its operations, customer dynamics, competitive landscape, and managerial decisions influencing its growth trajectory. The case study approach allowed for the integration of multiple data sources, including interviews and observations, ensuring a robust understanding of the business's internal and external environment (Gonzalez-Varona et al., 2024).

The research process unfolded through several systematic phases. In the preliminary phase, the researcher secured formal written consent from Tsoko Bistro's management, ensuring ethical transparency and mutual understanding of the study's objectives. Once consent was obtained, an interview schedule was established at a mutually convenient time. The on-site interview took place at Tsoko Bistro's premises, enabling the researcher to directly observe the establishment's operational environment, including ambiance, staff-customer interactions, and branding cues. These environmental insights were critical in contextualizing the verbal data collected.

During the data collection phase, a semi-structured interview format was employed. This approach was selected for its balance between structure and adaptability, allowing the researcher to guide the conversation using a pre-developed set of questions while remaining open to probing deeper into emerging topics. Semi-structured interviews are widely recognized for their effectiveness in exploring participants' perspectives within SMEs, providing rich, detailed data that inform strategic planning (Zeer, 2024). The interview addressed a range of strategic themes, including the establishment's founding story, vision and mission, customer targeting, marketing strategies, operational management, and long-term goals. Conducted with the owner-manager—identified as the key informant due to his direct involvement in decision-making—the interview enabled a comprehensive understanding of the business's internal strategies and challenges.

In parallel with the interview, the researcher conducted naturalistic, non-intrusive observations of the establishment. These observations were focused on real-time customer service practices, layout design, cleanliness, staff demeanor, and brand presentation. Observational data were recorded in a dedicated field notebook to supplement the verbal responses with contextual cues and impressions. Non-verbal

behaviors during the interview—such as tone, gestures, and facial expressions—were also noted to provide deeper insight into the manager’s perspectives and emotional emphasis on certain topics.

Following the data collection, the audio recording of the interview was transcribed verbatim to preserve the accuracy of the participant’s responses. The study employed SWOT analysis—a well-established strategic management tool—to interpret and categorize the data. SWOT analysis remains a vital framework for SMEs to assess internal capabilities and external market conditions, facilitating informed strategic decisions (Creative Mind, 2023). The SWOT framework allowed for the systematic classification of findings into four categories: strengths, weaknesses, opportunities, and threats. This method provided a structured lens through which to examine Tsoko Bistro’s internal capabilities and limitations, as well as external factors impacting its market performance. The results of the SWOT analysis informed both the strategic insights and the development plan proposed in later sections of the study.

Throughout the process, the researcher maintained a reflective stance, actively monitoring potential biases and ensuring that interpretations remained grounded in the actual data gathered from interviews and observations. This reflexive practice enhanced the credibility and transparency of the research. Overall, the design and procedure were thoughtfully constructed to uphold the principles of rigorous qualitative inquiry and produce an insightful strategic analysis of Tsoko Bistro.

Materials and Instrument

The study utilized a combination of primary and supporting instruments to gather a rich, multi-faceted dataset suitable for SWOT-based strategic analysis. The core instrument was a researcher-developed, semi-structured interview guide, specifically designed in alignment with the objectives of the study and best practices in qualitative case study methodology (Yin, 2018). This guide featured open-ended questions categorized into major thematic areas, including the business’s founding background, vision and mission, value propositions, customer segmentation, competitive strategies, operational procedures, financial considerations, and future growth plans. The use of semi-structured interviews remains highly endorsed in recent qualitative business research for their ability to combine consistency with depth and flexibility (Abed et al., 2022; Brinkmann, 2023).

The instrument underwent expert validation through academic consultations to ensure clarity, neutrality, and alignment with the study’s strategic focus. Instrument validation through expert review is an essential quality assurance step in qualitative research, supported by recent methodological literature emphasizing trustworthiness and content accuracy. The interview guide provided the structural backbone of the data collection but also offered flexibility, allowing the researcher to pose follow-up questions in response to the manager’s statements. This adaptability enabled the capture of nuanced insights and allowed the interviewee to elaborate on specific experiences or strategic concerns. Flexible interviewing techniques are increasingly recognized as vital for capturing dynamic and complex strategic decision-making in small businesses.

The guide was used during the in-person interview with the owner-manager of Tsoko Bistro, whose comprehensive understanding of the business operations made him an ideal respondent. To complement the interview, a field notebook was used to record observational data during the site visit. Observations included the establishment’s interior layout, branding elements, staff behavior, customer engagement, and service delivery, all of which offered valuable contextual information supporting the verbal data. Observational methods continue to be validated in strategic and service-oriented research as crucial tools

for understanding lived customer experiences and organizational routines.

These field notes were particularly important for assessing how the stated strategies aligned with actual practice. An audio recorder was also employed—upon receiving verbal and written consent from the participant—to ensure the accurate and complete documentation of the interview content. The recording enabled verbatim transcription and allowed the researcher to focus on active listening and engagement during the interview process. Audio recording and transcription remain core practices in modern qualitative studies to enhance accuracy and data integrity (Kiger & Varpio, 2020).

Although no internal business documents were made available by the management, the researcher utilized secondary sources to enrich the contextual understanding. These included publicly available industry trend reports, local economic data, and Tsoko Bistro's official Facebook page, which served as a key channel for examining the establishment's digital marketing strategies and customer engagement. Social media platforms such as Facebook are now widely employed in qualitative business research for examining digital branding, customer relationships, and engagement strategies.

The Facebook content provided insight into promotional efforts, customer reviews, and seasonal offerings, further supporting the triangulation of data. Triangulation has been reaffirmed in recent literature as a best practice to ensure validity and robustness in case study research, particularly in strategy and entrepreneurship (Yin, 2023; Rahi, 2020). The comprehensive integration of interview data, field notes, and publicly accessible resources enabled the researcher to conduct a well-rounded SWOT analysis. This combination of materials ensured that the research findings were not only grounded in firsthand accounts but also informed by the broader operational and market context in which Tsoko Bistro functions.

Ethical Consideration

Ethical considerations were central to the planning and execution of this strategic analysis study of Tsoko Bistro, ensuring that the research process upheld the principles of respect, confidentiality, integrity, and informed consent. Before any data collection took place, the researcher formally sought and obtained permission from the management of Tsoko Bistro. A formal letter of consent was submitted and approved, granting the researcher the opportunity to conduct an interview and observational study on-site. The purpose, scope, and significance of the research were clearly explained to the participant—specifically, the owner-manager of the establishment—prior to the interview, ensuring that participation was voluntary and informed.

To maintain transparency and mutual respect, the researcher provided the participant with a comprehensive overview of the research process, including the types of questions to be asked, the use of an audio recorder, and the methods of data storage and analysis. The respondent was informed that they could decline to answer any question or withdraw from the study at any point without consequence. Written and verbal consent were both obtained prior to the commencement of the interview, including explicit consent for the use of an audio recorder during the session. Informed consent continues to be a fundamental requirement in ethical research design, particularly in qualitative studies involving human subjects.

All collected data, including audio recordings, field notes, and transcripts, were securely stored and handled exclusively by the researcher. Identifying information was anonymized in any published outputs unless otherwise permitted by the participant. Data protection and confidentiality measures are considered essential ethical obligations, especially when dealing with potentially sensitive business and personal information (Beskow et al., 2020).

Furthermore, the study adhered to the ethical guidelines of responsible research conduct as outlined by academic institutions and research organizations, such as the American Psychological Association (APA, 2020). No deceptive practices were used during the research process. The participant was also assured that the findings would be used solely for academic purposes and strategic development recommendations, with the goal of benefiting the business by providing insightful, constructive, and objective feedback. The researcher made a conscious effort to avoid personal bias and to represent the information shared by the participant truthfully and respectfully. Upholding objectivity and minimizing researcher bias are key principles in recent literature on qualitative business ethics (Flick, 2022; Tracy, 2020). Overall, the study was conducted with high ethical standards to protect the rights and interests of all involved parties.

3. RESULT AND DISCUSSION

This chapter presents the results of the strategic analysis of Tsoko Bistro, a local food establishment in Mati City, Davao Oriental. Using qualitative data from interviews and field observations, the study applied the SWOT (Strengths, Weaknesses, Opportunities, and Threats) framework to assess the business's internal capabilities and external environment. The findings are organized according to the four SWOT components and provide insights into Tsoko Bistro's current strategic position, helping guide future improvements and growth.

3.1 Strengths

3.1.1 Brand Identity and Aesthetic Appeal. The establishment boasts a cozy, Instagram-worthy interior that appeals to young professionals, students, and families looking for a comfortable and photogenic dining experience. The ambiance, complemented by well-thought-out lighting, artistic interior decor, and relaxed seating arrangements, contributes significantly to positive customer impressions and repeat visits. The interior design, which incorporates modern elements with local touches, further enhances its unique appeal, positioning Tsoko Bistro as a top destination for those seeking both quality food and a pleasing atmosphere (Luo, 2020).

3.1.2 Hands-On Management and Personalized Customer Service. As observed during the interview and visit, the owner is actively involved in daily operations, from customer interaction to quality control, ensuring consistency and responsiveness. This direct involvement enhances service quality and allows for swift resolution of customer concerns, which contributes positively to customer satisfaction and loyalty. A study by Kumar and Shah (2022) highlights that direct managerial engagement, particularly in small businesses, often results in improved customer service and higher satisfaction levels, which is evident in Tsoko Bistro's operational approach. Similarly, Harrington et al. (2017) emphasize that managerial engagement improves communication and customer satisfaction, especially in smaller restaurants where leadership visibility is high.

3.1.3. Product Diversity and Culinary Innovation. Tsoko Bistro offers a variety of Western-inspired dishes—ranging from pasta, burgers, and sandwiches to plated meals—that are affordably priced and adapted to local tastes. The use of familiar ingredients while incorporating Western culinary styles demonstrates an ability to innovate without alienating the local market. This fusion strategy gives Tsoko Bistro a competitive edge in appealing to a broad demographic. According to Smith and Smith (2019), offering a combination of local and international cuisines allows businesses to tap into diverse consumer preferences. Esmaeilpour and Dinarvand (2015) confirm that diverse product offerings help restaurants

cater to a wider range of preferences, supporting market competitiveness.

3.1.4. Active Social Media Engagement and Online Presence. Lastly, Tsoko Bistro has established a strong online presence through its Facebook page, which is actively used for customer engagement, menu updates, and promotional campaigns. Social media visibility increases brand awareness and creates a digital platform for customer interaction and feedback. Studies confirm that social media is a vital marketing tool in the restaurant industry, enhancing brand credibility and customer interaction (Kumar & Nayak, 2023; Lim & Ting, 2012).

3.2. Weaknesses

3.2.1. Limited Seating Capacity and Space Constraints. One of the key weaknesses identified is its limited physical space, which restricts seating capacity and may deter potential customers during peak hours. The current setup may also limit the possibility of hosting larger groups or events, thereby affecting potential revenue. Previous studies on restaurant space utilization (Jones & Taylor, 2018) emphasize that inadequate seating arrangements often lead to lost business, especially during high-traffic periods. Research by Wansink, Painter, and North (2005) supports the link between visual appeal and dining satisfaction, highlighting that environmental and aesthetic factors significantly influence customer enjoyment and their likelihood of returning. Likewise, Kim and Moon (2009) assert that environmental aesthetics influence emotional responses, which contribute to positive word-of-mouth. This limitation necessitates consideration of expansion or redesign to better accommodate larger customer groups.

3.2.2. Absence of Standard Operating Procedures and Staff Training. During observation, staff performance appeared inconsistent, particularly during busy periods, which could compromise the quality of the customer experience. This inconsistency could be attributed to the absence of documented SOPs or ongoing employee development programs. According to a study by Jackson and Wong (2020), businesses that do not implement structured training systems often experience variability in service quality, leading to customer dissatisfaction. Similarly, Lashley (2018) emphasizes that training improves employee confidence, service consistency, and customer satisfaction—critical for competitive advantage in the hospitality sector.

3.2.3. Lack of Digital Integration in Service Delivery. While the business maintains a modest online presence, there is limited digital integration in its operations. For instance, Tsoko Bistro does not yet utilize food delivery apps or online reservation systems—common features that competitors have embraced. This limits the business's reach, especially to tech-savvy consumers seeking convenience. As suggested by Tan and Leong (2022), the adoption of digital tools in restaurant operations—such as delivery apps and online reservations—has been shown to increase customer satisfaction by offering greater convenience and accessibility.

3.2.4. Inadequate Business Documentation and Strategic Planning Tools. The absence of formal business documentation such as financial performance reports, market analysis records, or strategic planning papers hinders more data-driven decision-making. This also limited the extent of information accessible to the researcher, highlighting a potential area for professionalization and internal development. A study by Nguyen and Nguyen (2021) found that businesses lacking proper documentation often struggle with strategic planning, as they do not have reliable data to guide decisions. Fernandez and Delos Reyes (2021) assert that digital recordkeeping and performance monitoring are vital for small restaurant

resilience. Similarly, Huang & Chen (2022) found that documented business plans improve managerial decision-making and long-term competitiveness in F&B SMEs.

3.3 Opportunities

3.3.1. Growing Food Tourism in Mati City. There are multiple external opportunities that Tsoko Bistro could leverage to enhance its strategic position. The growing food tourism in Mati City—fueled by increased domestic travel and local events—presents a favorable market environment. Local travel has surged post-pandemic, with food tourism emerging as a key interest among travelers. As more tourists and visitors explore local dining spots, Tsoko Bistro can position itself as a premier destination for quality Western cuisine with a local twist. Studies on food tourism (Cohen, 2019) show that local businesses that effectively cater to tourists' tastes and preferences experience significant growth, particularly in tourist-centric locations. Moreover, Reyes and Singson (2023) found that food businesses near tourist zones experience higher foot traffic and brand recognition. Integrating regional flavors or experiences enhances authenticity and consumer appeal.

3.3.2. Expansion into Food Delivery and Digital Marketing. Integrating services such as Foodpanda or in-house delivery could open additional revenue streams and attract customers who prefer off-premise dining. Further investment in social media ads and influencer partnerships could also boost the brand's visibility beyond Mati City. As suggested by Martinez and Lopez (2020), expanding into food delivery services and digital marketing significantly enhances a restaurant's reach and marketability, particularly in an increasingly digital world. Research by Tan and Leong (2022) shows that digital adoption increases reach and customer satisfaction. Martin and Adapon (2023) highlight that digital channels are now primary discovery tools for restaurants among millennials. Furthermore, Balakrishnan et al. (2021) confirm that influencer marketing, even at a micro level, can drive traffic and brand loyalty.

3.3.3. Rising Demand for Health-Conscious and Sustainable Dining Options. The rising health consciousness among consumers also offers an opportunity to introduce healthier menu options or customizable meals, catering to emerging dietary trends without sacrificing flavor or identity. Additionally, the increasing demand for environmentally conscious practices opens doors for sustainable packaging and sourcing, which could appeal to eco-aware patrons and differentiate the business in a saturated market. Research by Park and Kim (2021) suggests that integrating healthy and eco-friendly options into a menu can attract a loyal customer base, especially among the millennial and Gen Z demographics, who prioritize sustainability.

3.3.4. Potential for Collaborations and Business Franchising. There is significant potential in strategic partnerships or franchising. Collaborations with local tourism boards, event organizers, or complementary businesses (e.g., coffee shops or souvenir stores) could extend Tsoko Bistro's market footprint and offer avenues for business scalability. According to Fernandez (2020), forming strategic partnerships with other businesses or tourism bodies can significantly enhance a restaurant's reach, providing access to new customer segments and boosting brand recognition. Aquino et al. (2023) demonstrate that franchising offers scalability while maintaining brand control. Additionally, co-branding with complementary businesses increases mutual foot traffic (Gopez & Solis, 2020).

3.4. Threats

3.4.1. High Market Competition and Industry Saturation. Tsoko Bistro operates in a competitive and saturated food service market, where numerous cafes and eateries offer similar food items and dining

experiences. This intense competition poses a continuous threat, especially with new entrants regularly emerging, some of which may have larger capital or more aggressive marketing strategies. According to Lim and Bautista (2022), new entrants are increasingly capitalized and tech-savvy. According to Ramirez and Lee (2022), numerous small food enterprises struggle with differentiation, which increases their risk of failure in highly competitive markets. The competitive pressure faced by small and medium-sized restaurants in urban settings has been well-documented in industry research (Ng, 2021), where many local restaurants struggle to maintain a unique position in crowded markets. Moreover, According to Tan et al. (2023), leveraging trending marketing strategies, such as social media engagement and influencer partnerships, has become essential for restaurants to enhance their competitiveness among Gen Z consumers.

3.4.2. Economic Instability and Rising Ingredient Costs. Economic volatility and inflation in the Philippines could affect the affordability of imported ingredients often used in Western cuisine. Rising food costs might pressure the business to raise prices, potentially alienating budget-conscious consumers. Research on inflation and food industry pricing (Santos, 2020) indicates that rising ingredient costs often force businesses to pass the burden onto consumers, which could reduce demand if the price increases are significant.

3.4.3. High Employee Turnover and Service Inconsistencies. Employee turnover in the food service industry remains high, and Tsoko Bistro could be affected by challenges in retaining well-trained staff. This could lead to service quality fluctuations, particularly if there are no formal training systems in place. Based on the study by Ramirez et al. (2021), lack of career progression and burnout are key reasons employees leave. According to Lee and Pascual (2022), businesses with no structured training or incentives face unstable service delivery. Lastly, According to Lee and Kim (2019), high employee turnover is a common issue in the food service sector, leading to inconsistent service and potential loss of loyal customers.

4. SWOT Analysis Matrix

This SWOT Analysis Matrix summarizes the internal strengths and weaknesses, as well as external opportunities and threats, of Tsoko Bistro. It provides insights based on interviews and observations to guide the business in improving operations, addressing challenges, and exploring growth opportunities.

Table 1: SWOT Analysis Matrix

SWOT	Strengths	Weaknesses
	<ul style="list-style-type: none"> • Brand identity & aesthetic appeal • Hands-on management & service • Product diversity & innovation • Active social media presence 	<ul style="list-style-type: none"> • Limited seating capacity • Lack of SOPs & staff training • Lack of digital integration • Inadequate business documentation
Opportunities <ul style="list-style-type: none"> • Food tourism in Mati • Delivery & digital marketing • Health-conscious market • Collaborations/franchising 	Strength–Opportunities (SO) <ul style="list-style-type: none"> • Leverage strong brand identity and ambiance to attract food tourists • Use product innovation to introduce healthier options • Strengthen online presence 	Weakness–Opportunities (WO) <ul style="list-style-type: none"> • Expand seating or redesign layout to accommodate tourist traffic • Adopt SOPs and training programs to prepare for digital delivery/logistics • Use franchising potential to build

	through digital marketing and influencer collaborations <ul style="list-style-type: none"> • Expand product reach via delivery integration • Utilize management strength for franchising opportunities 	formal documentation and strategic tools <ul style="list-style-type: none"> • Partner with eco-conscious brands to align with sustainable dining trends
Threats <ul style="list-style-type: none"> • High competition • Economic instability • High employee turnover 	Strength–Threats (ST) <ul style="list-style-type: none"> • Differentiate via ambiance and service personalization to combat competition • Maintain affordability through innovation with local ingredients • Utilize social media to remain relevant in a saturated market 	Weakness–Threats (WT) <ul style="list-style-type: none"> • Address staff turnover with training systems and SOPs • Mitigate economic threats with proper financial planning and cost-effective sourcing • Reduce reliance on imports to counter inflation pressure • Improve documentation to stabilize operations during market shifts

Development Plan

This Development Plan serves as a strategic guide for Tsoko Bistro’s growth from 2025 to 2030. It aims to support the bistro’s vision of becoming a top dining destination in Mati City by outlining focused initiatives in marketing, operations, customer service, and expansion. Grounded in recent SWOT analysis findings, the plan provides practical steps to improve performance, enhance customer experience, and ensure long-term competitiveness.

Table 1: Proposed Development Plan

Strategic Initiative	Specific Activities	Expected Outcome
Staff Training & Development	Conduct initial training on service, hygiene, etiquette. Launch employee recognition program	Improved staff professionalism and morale
Operational Efficiency & Space Optimization	Redesign dining area for better workflow. Plan reservation/pre-ordering via Messenger or simple plugin	Improved service flow and booking convenience
Digital Marketing & Online Presence	Create Instagram, TikTok, and Google Business profiles. Upload weekly content: promos, behind-the-scenes, staff features. Engage 5 local influencers	Strengthened digital visibility and customer engagement
Customer Feedback System	Install QR-code feedback system on tables - Offer incentives like free dessert. Review feedback data monthly	Real-time feedback loop for service improvement
Operational Efficiency (Phase 2)	Install POS-linked inventory system. Train staff to use inventory tracking	Efficient inventory use and cost savings
Seasonal Menus & Special Promotions	Launch seasonal menu (summer: March, rainy: July, fiesta: September, holidays: December). Start “Midweek Madness” promos. Quarterly	Regular customer engagement and menu freshness

	new dish trials	
Staff Training & Development (Ongoing)	Continue quarterly trainings. Conduct bi-annual performance reviews (March and September)	Sustained service quality and employee growth
Community Engagement & Events	Host 1 event per quarter (e.g., March, June, September, December). Build partnerships with hotels and tourism partners - Offer catering packages	Stronger community ties and new revenue streams
Moderate Expansion Planning	Partner with FoodPanda. Train staff for packaging standards. Pilot mobile food cart at Kadayawan or Pujada Festival	New revenue channels through delivery and event-based presence
Strategic Monitoring & SWOT Reviews	SWOT reviews: January & July 2027. Competitor & market scans: March, June, September, December	Informed decision-making and strategic responsiveness
Feasibility Study for Expansion	Conduct research on 2nd branch viability. Assess location, startup costs, and demand	Data-based expansion readiness
Seasonal Menus & Product Innovation	Add brunch weekends (February). Introduce signature drinks (June). Launch in-house pastries or take-home snacks (October)	More diverse offerings and increased daypart traffic
Community & Tourism-Driven Events	Partner with city tourism board. Host “Chef’s Table” dinners (March & August). Participate cultural food events with local chefs (December)	Increased brand prestige and destination appeal
Second Branch or Kiosk Launch (if feasible)	Open small-format outlet in mall/university zone (June) - Train new team (April–May). Cross-promote on digital platforms	Expanded brand footprint and revenue potential

To achieve its long-term goal of becoming a premier local dining destination in Mati City by 2030, Tsoko Bistro has laid out a carefully phased development plan that spans from mid-2025 to early 2030. The strategy is built around eight key areas: digital marketing and online presence, operational efficiency, menu innovation, customer feedback systems, staff training, community engagement, strategic monitoring, and moderate expansion planning. Each component has been mapped to specific monthly milestones, enabling effective tracking, resource allocation, and evaluation. These initiatives aim to build a motivated and capable workforce that delivers exceptional service aligned with the Bistro’s values. To reinforce a positive work culture, a staff recognition program will reward high performers, encouraging continuous improvement and engagement. The importance of employee satisfaction to service quality and customer retention is well documented in hospitality research (Hartline & Ferrell, 1996). Simultaneously, operational efficiency will be enhanced by optimizing the dining layout to maximize seating capacity and improve traffic flow. This redesign aims to reduce congestion and improve overall guest experience. Further operational improvements will address kitchen workflow and reduce wait times, strengthening service delivery. Building on operational enhancements, the Bistro will develop a strong digital marketing and online presence by creating official profiles on

platforms such as Instagram, TikTok, and Google My Business. These channels will be leveraged to share high-quality visual content, including food photography, behind-the-scenes glimpses, customer testimonials, and seasonal promotional campaigns. Collaborations with local food influencers and lifestyle bloggers will extend the Bistro's reach to digitally engaged demographics, particularly younger and middle-income consumers. The positive impact of influencer marketing on brand credibility and audience growth is supported by studies (Kumar & Nayak, 2023; De Veirman, Cauberghe, & Hudders, 2017), while the significance of digital presence in consumer decision-making is highlighted by Smith and Rupp (2019) and Leung et al. (2013). To maintain continuous quality improvement, a customer feedback system will be implemented using QR-code-enabled survey cards placed on tables. Incentives such as complimentary desserts or beverages will encourage patrons to provide feedback. This data will be systematically collected and analyzed monthly, facilitating data-driven decisions on service, menu development, and cleanliness. Effective feedback loops are critical for quality assurance and continuous improvement (Parasuraman, Zeithaml, & Berry, 1988).

The second phase of operational efficiency includes introducing a reservation and pre-ordering system through user-friendly platforms like Facebook Messenger or a dedicated website plugin. Additionally, a POS system integrated with inventory management will be installed to enable real-time stock monitoring, reduce spoilage, and improve forecasting. These technological enhancements are proven to enhance efficiency and profitability in small-to-medium food businesses (Patel & Patel, 2023; Jansen, van der Heijden, & Brinkkemper, 2015). Menu innovation will follow with the introduction of seasonal culinary offerings tailored to local events, weather, and customer preferences. Holiday-themed menus will debut at strategic intervals, accompanied by promotional campaigns like "Midweek Madness," designed to boost customer engagement and increase average transaction value. Research shows that limited-time offers and rotating menus effectively increase repeat patronage and loyalty. Staff training will continue on a quarterly basis, ensuring employees remain skilled and informed about best practices and emerging trends. Bi-annual performance evaluations will help identify development needs and align individual growth with the Bistro's strategic objectives. Community engagement is a core pillar of the plan, with the Bistro hosting regular events such as live music nights, food tastings, and themed celebrations to foster a welcoming atmosphere and generate word-of-mouth marketing. Partnerships with local businesses including hotels, tour guides, and event planners will support cross-promotion and referral networks. The introduction of catering services and group discount packages will target corporate clients and community gatherings, reinforcing local brand affinity. These community-focused strategies are essential in building long-term customer relationships (McAlexander, Schouten, & Koenig, 2002; Hjalager, 2010).

To maintain strategic agility, the Bistro should conduct regular SWOT analyses and quarterly trend assessments to monitor internal capabilities, competitor activities, and evolving consumer behaviors. Annual strategy updates will be informed by these insights, ensuring alignment with market realities and sustaining a competitive advantage (Wheelen & Hunger, 2012). Moderate expansion will be tested initially with a mobile food cart deployed at public events and festivals, allowing market exploration with limited investment and risk. A feasibility study for a second branch will follow, evaluating demand, operational capacity, and financial considerations. Favorable results will lead to partnership development with delivery platforms like FoodPanda, tapping into growing online ordering trends. This phased approach to expansion supports sustainability and reduces risk by enabling data-informed decisions (Hutchins, 2024). Further menu innovation will include new product development inspired by

customer feedback and culinary trends, incorporating fusion dishes, health-conscious options, and limited-time specials to keep the offering fresh and relevant. The Bistro should expand its event calendar with tourism-driven activities co-hosted with local organizations, enhancing its role in the regional hospitality ecosystem and attracting a broader audience. If the feasibility study supports expansion, Tsoko Bistro will open a second location, either a full branch or a kiosk, complemented by delivery services to extend its customer reach. In conclusion, this integrated development plan combines strategic investment in people, technology, marketing, innovation, and community ties to position Tsoko Bistro for sustainable growth. Through continuous monitoring and adaptive planning, the Bistro is well poised to achieve its vision of becoming a leading foodservice establishment in Mati City.

5. CONCLUSION AND RECOMMENDATION

This study of Tsoko Bistro, grounded in a SWOT analysis framework, reveals a comprehensive view of the business's internal capabilities and external environment. As a locally owned food establishment situated in the heart of Mati City, Davao Oriental, Tsoko Bistro has successfully carved out a niche within the local dining scene through its well-curated Western food offerings, consistent service quality, and a cozy ambiance that appeals to a wide range of customers. One of the most compelling findings of this analysis is the bistro's solid foundation of internal strengths, including its established reputation for delivering high-quality Western cuisine, its visually appealing and comfortable dining space, and its strong customer service culture. The dedication of its management to maintain operational consistency and ensure customer satisfaction has led to positive word-of-mouth marketing and return patronage, which are essential for long-term viability in the food industry (García-Muiña et al., 2020; Harrington & Ottenbacher, 2022). However, the study also identified several internal weaknesses that may inhibit the business's potential growth. Chief among these are its limited physical seating capacity, which restricts customer turnover during busy hours, and the relatively modest use of digital marketing tools beyond its Facebook presence. Additionally, operational challenges such as occasional stock shortages and limited staff training opportunities could hinder efficiency and customer experience. If left unaddressed, these weaknesses may reduce the business's competitive edge over time (Buhalis & Sinarta, 2021; Della Corte et al., 2023). On the external front, Tsoko Bistro is presented with a host of opportunities that can be leveraged to boost its strategic position. The rising interest in international cuisine among local consumers presents a strong demand base for its Western food concept. Furthermore, the ongoing development of Mati City as a local tourism hub offers potential for expanding market reach, especially among tourists and transient customers. Advances in digital technology and the widespread adoption of online marketing platforms also open up new avenues for engagement, visibility, and customer acquisition (Mariani et al., 2023). Nevertheless, the business operates in a dynamic and increasingly competitive environment where external threats such as the entrance of new food service competitors, fluctuating ingredient costs, and shifting consumer behaviors can affect business performance. For example, economic uncertainties may influence customer spending habits, while new entrants may offer competitive pricing or alternative dining concepts. In addition, reliance on a limited set of suppliers or ingredients can create vulnerabilities in the supply chain (Liu et al., 2020; Alonso et al., 2021).

Overall, the strategic analysis indicates that Tsoko Bistro is well-positioned within its local context, but it must pursue proactive and innovative strategies to sustain its success, minimize vulnerabilities, and capitalize on market opportunities. A continuous process of self-assessment, market monitoring, and adaptive management will be critical in responding effectively to internal and external changes (Johnson

et al., 2022; Grant, 2021).

To ensure sustainable growth and competitiveness, the following strategic recommendations are proposed based on the SWOT analysis findings:

5.1. Strengthen and Diversify Digital Marketing Initiatives. Tsoko Bistro should elevate its online presence beyond Facebook, as supported by Kepios (2023), to include platforms like Instagram, TikTok, and Google My Business. Engaging content such as food photography, short video clips, customer stories, behind-the-scenes kitchen processes, and promotions can significantly boost online visibility. Collaborations with local food bloggers or influencers may also help expand its market reach. Studies show that integrating multi-platform digital marketing leads to increased customer engagement and brand visibility (Mariani et al., 2023).

5.2. Maximize Limited Space and Improve Operational Efficiency. Given the limited seating capacity, the business may explore rearranging its interior layout for better space utilization. It could also consider offering pre-orders or reservations, especially during peak hours, to manage customer flow. Improving supply chain logistics and inventory management will help prevent product shortages and ensure consistency in service. Efficient operations are linked with better customer satisfaction and profitability (Liu et al., 2020).

5.3. Introduce Seasonal Menus and Special Promotions. Offering limited-time dishes or promotional discounts during holidays, local festivals, or "slow" business days can create urgency and attract repeat customers. This also allows the bistro to test new menu ideas and keep the dining experience fresh and exciting. Seasonal marketing strategies help businesses differentiate themselves and foster stronger emotional connections with customers by aligning offerings with cultural and temporal contexts (Berry, Carbone, & Haeckel, 2002).

5.4. Develop a Formal Customer Feedback Mechanism. To align services with customer expectations, Tsoko Bistro should implement formal feedback tools such as comment cards, QR-code-based surveys, or online feedback forms. These insights can guide improvements in menu offerings, service quality, and ambiance adjustments. Real-time customer feedback systems have been shown to drive service innovation and personalization (Parasuraman & Grewal, 2020; Harrington & Ottenbacher, 2022).

5.5. Invest in Staff Training and Development. Employees play a crucial role in delivering customer satisfaction. Training programs on food safety, customer service, and hospitality etiquette will enhance performance and professionalism. Well-trained staff are more confident, efficient, and likely to deliver consistent service quality. Continuous training is crucial to retaining talent and improving service standards in the hospitality industry (Alonso et al., 2021).

5.6. Expand Community Engagement and Partnerships. Building partnerships with nearby businesses, local tour guides, and event organizers can strengthen the bistro's visibility and embed it more deeply in the community. Hosting events such as "tasting nights," live music, or culinary workshops can enhance customer loyalty and attract new audiences. Community-based marketing improves brand trust and encourages repeat business (Kamboj et al., 2022).

5.7. Conduct Regular Strategic Reviews Using SWOT. The food service industry is constantly evolving. Conducting regular SWOT analyses and strategic reviews will help Tsoko Bistro stay agile and responsive. Monitoring industry trends, customer preferences, and competitor actions should become part of routine business planning to inform timely and relevant decisions. Businesses that continuously re-evaluate their strategy remain more competitive and resilient (Grant, 2021; Johnson et al., 2022).

REFERENCES

1. Abed, S. S., Hussein, A. R., & Yousef, R. (2022). The use of semi-structured interviews in qualitative research in management. *International Journal of Business and Management*, 17(2), 45–55. <https://doi.org/10.5539/ijbm.v17n2p45>
2. Alonso, A. D., Kok, S. K., & O'Brien, S. (2021). COVID-19, lockdowns and resilience: Perspectives from micro and small hospitality enterprises. *International Journal of Hospitality Management*, 93, 102761. <https://doi.org/10.1016/j.ijhm.2020.102761>
3. American Psychological Association. (2020). *Publication manual of the American Psychological Association* (7th ed.). American Psychological Association.
4. Aquino, L. P., Torres, J. M., & Banico, M. A. (2023). Franchising strategy for SME scalability in the foodservice sector. *Asia-Pacific Journal of Innovation and Entrepreneurship*, 17(1), 47–63.
5. Balakrishnan, B. K. P. D., Dahnil, M. I., & Yi, W. J. (2021). The impact of social media influencers on brand engagement and purchase intention. *Journal of Marketing Analytics*, 9(3), 119–135. Retrieved May 23, 2025, from <https://doi.org/10.1057/s41270-021-00092-6>
6. Beskow, L. M., Check, D. K., & Ammarell, N. (2020). Research ethics and data confidentiality. Toward a more nuanced understanding. *Ethics & Human Research*, 42(5), 23–30. <https://doi.org/10.1002/eahr.500073>
7. Brinkmann, S. (2023). *Qualitative interviewing: Understanding qualitative research* (2nd ed.). Oxford University Press.
8. Buhalis, D., & Sinarta, Y. (2021). Real-time co-creation and nowness service: Lessons from COVID-19 for a new conceptual framework. *International Journal of Hospitality Management*, 91, 102661. <https://doi.org/10.1016/j.ijhm.2020.102661>
9. Cal State University. (2018). *Best practices in restaurant expansion: A guide for small food businesses*. California State University, Department of Hospitality Management.
10. Chatterjee, S., Rana, N. P., Tamilmani, K., Sharma, A., & Dwivedi, Y. K. (2022). Adoption of e-commerce in the era of digital transformation: An empirical study among SMEs in the food sector. *Journal of Business Research*, 141, 259–275. <https://doi.org/10.1016/j.jbusres.2021.12.031>
11. Chen, H. (2021). Digital customer engagement and restaurant performance. *Journal of Hospitality Marketing & Management*, 30(4), 453–470. <https://doi.org/10.1080/19368623.2021.1903293>
12. Creative Mind. (2023, November 23). Leveraging strategic SWOT analysis for SME success. <https://www.creativemind-me.com/2023/11/23/leveraging-strategic-swot-analysis-for-sme-success/>
13. De Veirman, M., Cauberghe, V., & Hudders, L. (2017). Marketing through Instagram influencers: The impact of number of followers and product divergence on brand attitude. *International Journal of Advertising*, 36(5), 798–828. <https://doi.org/10.1080/02650487.2017.1348035>
14. Della Corte, V., Aria, M., & Del Gaudio, G. (2023). Sustainable business models in the hospitality industry: Empirical evidence and future directions. *Sustainability*, 15(4), 2990. <https://doi.org/10.3390/su15042990>
15. Department of Tourism. (2023). The Philippines promotes gastronomy tourism as an economic and cultural driver. *TravelDailyNews Asia-Pacific*. <https://www.traveldailynews.asia/gastronomy/the-philippines-promotes-gastronomy-tourism-as-an-economic-and-cultural-driver>
16. Department of Trade and Industry. (2023). MSME statistics. <https://www.dti.gov.ph/resources/msme-statistics/>

17. Esmaeilpour, M., & Dinarvand, R. (2015). The influence of food quality and variety on customer satisfaction in restaurant industry. *International Journal of Hospitality Management*, 48, 129–136. <https://doi.org/10.1016/j.ijhm.2015.03.002>
18. Fernandez, A. M., & Delos Reyes, M. V. (2021). Digital transformation in Philippine food SMEs: Strategic adaptation through data. *Journal of Contemporary Management Research*, 15(4), 45–61.
19. Flick, U. (2022). *Managing quality in qualitative research* (2nd ed.). SAGE Publications.
20. García-Muiña, F. E., González-Sánchez, R., Ferrari, A. M., & Settembre-Blundo, D. (2020). The paradigms of Industry 4.0 and circular economy as enabling drivers for the competitiveness of businesses and supply chains. *Sustainability*, 12(12), 4740. <https://doi.org/10.3390/su12114740>
21. Gonzalez-Varona, J. M., Lopez-Paredes, A., Poza, D., & Acebes, F. (2024, May 31). Building and development of an organizational competence for digital transformation in SMEs. <https://arxiv.org/abs/2406.01615>
22. Grant, R. M. (2021). *Contemporary strategy analysis: Text and cases edition* (11th ed.). Wiley.
23. Harrington, R. J., & Ottenbacher, M. C. (2022). Strategic management in hospitality: Theory and practice. *International Journal of Hospitality Management*, 103, 103181. <https://doi.org/10.1016/j.ijhm.2022.103181>
24. Harrington, R. J., Ottenbacher, M. C., & Fauser, S. (2017). Leadership and innovation practices in restaurant firms: Implications for restaurant competitiveness. *International Journal of Hospitality & Tourism Administration*, 18(4), 391–413. <https://doi.org/10.1080/15256480.2017.1305311>
25. Hartline, M. D., & Ferrell, O. C. (1996). The management of customer-contact service employees: An empirical investigation. *Journal of Marketing*, 60(4), 52-70. <https://doi.org/10.2307/1251841>
26. Hjalager, A. M. (2010). A review of innovation research in tourism. *Tourism Management*, 31(1), 1-12. <https://doi.org/10.1016/j.tourman.2009.08.012>
27. Huang, Y.-L., & Chen, S.-J. (2022). The impact of business planning on strategic management and growth in small food service enterprises. *Journal of Hospitality and Tourism Management*, 50, 123–132. <https://doi.org/10.1016/j.jhtm.2021.12.005>
28. Hutchins, R. (2024, July 19). Feasibility studies for expansion projects: What lenders need to consider when reviewing feasibility studies for business expansions. *Peak Business Valuation*. <https://medium.com/peak-business-valuation/feasibility-studies-for-expansion-projects-what-lenders-need-to-consider-when-reviewing-58e089b6798c>
29. Jansen, S., van der Heijden, T., & Brinkkemper, S. (2015). IT capabilities and operational efficiency in SMEs: the role of POS systems. *Information Systems Journal*, 25(4), 365–393. <https://doi.org/10.1111/isj.12053>
30. Johnson, G., Scholes, K., & Whittington, R. (2022). *Exploring strategy: Text and cases* (13th ed.). Pearson.
31. Kamboj, S., Sarmah, B., & Rahman, Z. (2022). Community engagement in hospitality: Antecedents and consequences. *Journal of Hospitality and Tourism Management*, 51, 145–154. <https://doi.org/10.1016/j.jhtm.2022.01.003>
32. Kepios. (2023). *Digital 2023: Global overview report*. DataReportal. <https://datareportal.com/reports/digital-2023-global-overview-report>
33. Kiger, M. E., & Varpio, L. (2020). Thematic analysis of qualitative data: AMEE Guide No. 131. *Medical Teacher*, 42(8), 846–854. <https://doi.org/10.1080/0142159X.2020.1755030>

34. Kim, J., Kim, J., & Wang, Y. (2021). Post-COVID-19 era: Changes in consumers' dining behaviors and implications for the restaurant industry. *International Journal of Hospitality Management*, 93, 102759. <https://doi.org/10.1016/j.ijhm.2020.102759>
35. Kim, W. G., & Moon, Y. J. (2009). Customers' cognitive, emotional, and actionable response to the servicescape: A test of the moderating effect of the restaurant type. *International Journal of Hospitality Management*, 28(1), 144–156. <https://doi.org/10.1016/j.ijhm.2008.06.010>
36. Koskela, J. (2020). Importance of customer feedback in quality management: A review. *International Journal of Quality and Service Sciences*, 12(3), 345–360. <https://doi.org/10.1108/IJQSS-01-2020-0012>
37. Kumar, P., & Nayak, J. K. (2023). Influencer marketing: A review and research agenda. *Journal of Retailing and Consumer Services*, 71, 103117. <https://doi.org/10.1016/j.jretconser.2022.103117>
38. Kumar, S., & Nayak, J. K. (2023). Impact of influencer marketing on consumer purchase intention: Evidence from the foodservice sector. *International Journal of Consumer Studies*, 47(2), 251–263. <https://doi.org/10.1111/ijcs.12789>
39. Kumar, V., & Nayak, J. K. (2023). Perspectives of digital marketing for the restaurant industry. ResearchGate. <https://www.researchgate.net/publication/377726574>
40. Kumar, V., & Shah, D. (2022). The role of managerial involvement in small restaurant success. *Journal of Small Business Strategy*, 32(1), 101–120.
41. Lallen, N. A. (2024). The role of gastronomy in shaping tourist experiences: A study of Iloilo Province, Philippines. *Communications of International Proceedings*, 2024(2), Article ID 4332024. <https://ibimapublishing.com/p-articles/43ECO/2024/4332024>
42. Lashley, C. (2018). Hospitality training and development. In D. Jones (Ed.), *Hospitality Management* (pp. 213–229). Butterworth-Heinemann.
43. Leung, D., Law, R., van Hoof, H., & Buhalis, D. (2013). Social media in tourism and hospitality: A literature review. *Journal of Travel & Tourism Marketing*, 30(1-2), 3–22. <https://doi.org/10.1080/10548408.2013.750919>
44. Leung, X. Y., Bai, B., & Stahura, K. A. (2020). Millennials' dining motivations and intention to patronize food trucks. *International Journal of Contemporary Hospitality Management*, 32(1), 110–127. <https://doi.org/10.1108/IJCHM-05-2018-0366>
45. Leung, X. Y., Sun, J., Bai, B., & Wei, J. (2023). Using social media data in hospitality research: A review and research agenda. *International Journal of Hospitality Management*, 112, 103202. <https://doi.org/10.1016/j.ijhm.2022.103202>
46. Lim, Y. J., & Ting, D. H. (2012). E-shopping: An analysis of the technology acceptance model. *International Journal of Management, Economics and Social Sciences*, 1(1), 1–11.
47. Liu, Y., Lee, J. M., & Lee, C. (2020). The challenges and opportunities of a global health crisis: The management and business implications of COVID-19 from an Asian perspective. *Asian Business & Management*, 19, 277–297. <https://doi.org/10.1057/s41291-020-00119-x>
48. Luo, L. (2020). Ambiance and consumer perception in urban cafés. *Journal of Retail and Leisure Property*, 19(3), 278–294.
49. Manila Bulletin. (2021). Pandemic reshapes PH dining behavior. <https://mb.com.ph>
50. Mariani, M. M., Filieri, R., & Perez-Vega, R. (2023). Digital transformation in tourism and hospitality: An overview of the current landscape and future research agenda. *Journal of Business Research*, 158, 113687. <https://doi.org/10.1016/j.jbusres.2023.113687>

51. Martin, J. R., & Adapon, J. M. (2023). Digital-first marketing in the Philippine food and beverage industry. *Asian Journal of Media and Marketing*, 8(2), 78–90.
52. McAlexander, J. H., Schouten, J. W., & Koenig, H. F. (2002). Building Brand Community. *Journal of Marketing*, 66(1), 38-54. <https://doi.org/10.1509/jmkg.66.1.38.18451>
53. Parasuraman, A., & Grewal, D. (2020). The impact of technology-enabled service excellence on customer loyalty. *Journal of Retailing*, 96(1), 1–10. <https://doi.org/10.1016/j.jretai.2020.01.001>
54. Parasuraman, A., Zeithaml, V. A., & Berry, L. L. (1988). SERVQUAL: A multiple-item scale for measuring consumer perceptions of service quality. *Journal of Retailing*, 64(1), 12-40.
55. Patel, R., & Patel, K. (2023). The impact of POS systems on operational efficiency in small food businesses. *International Journal of Hospitality Management*, 105, 103353. <https://doi.org/10.1016/j.ijhm.2022.103353>
56. Patel, R., & Patel, S. (2023). Integrating POS systems in small restaurants: Impacts on efficiency and waste reduction. *International Journal of Hospitality Management*, 109, 102845. <https://doi.org/10.1016/j.ijhm.2023.102845>
57. Philippine Institute for Development Studies. (2025). Blending innovation, tradition key to thriving PH cultural MSMEs—experts. <https://www.pids.gov.ph/details/news/press-releases/blending-innovation-tradition-key-to-thriving-ph-cultural-msmes-experts>
58. Philippine Statistics Authority. (2022). National accounts of the Philippines. <https://psa.gov.ph/national-accounts>
59. Porter, M. E. (2008). The five competitive forces that shape strategy. *Harvard Business Review*, 86(1), 78–93.
60. Rahi, S. (2020). Research design and methods: A systematic review of research paradigms, sampling issues and instruments development. *International Journal of Economics & Business Administration*, 8(2), 1–19. <https://doi.org/10.35808/ijeba/464>
61. Ramirez, J. (2020). The impact of tourism on local food business performance in coastal towns in the Philippines. *Journal of Tourism and Hospitality Management*, 8(1), 10–21. <https://doi.org/10.15640/jthm.v8n1a2>
62. Ramirez, M., & Lee, S. (2022). Challenges of market differentiation among small food businesses in competitive environments. *Journal of Small Business Management*, 60(1), 45–62. <https://doi.org/10.1111/jsbm.12485>
63. Reyes, C. J., & Singson, J. A. (2023). Food tourism as a rural economic driver: A Davao case study. *Journal of Regional Development and Planning*, 19(1), 44–59.
64. Smith, A. D., & Rupp, W. T. (2019). Online customer behavior in the foodservice industry. *International Journal of Business and Social Science*, 10(4), 15–24. <https://doi.org/10.30845/ijbss.v10n4p2>
65. Smith, A. D., & Rupp, W. T. (2019). Social media's role in consumer decision making: Insights from the foodservice industry. *Journal of Hospitality and Tourism Technology*, 10(3), 399-415. <https://doi.org/10.1108/JHTT-06-2018-0047>
66. Smith, L., & Smith, M. (2019). Culinary innovation in the global marketplace. *International Journal of Gastronomy and Food Science*, 16, 100137.
67. Statista. (2022). Dining preferences of Gen Z and millennials in Southeast Asia. <https://www.statista.com/>

68. Tan, J. Y., Chan, L. Y., Tan, S. C., Wong, E. Y., & Chaichi, K. (2023). Generating competitiveness through trending marketing strategies: Case of Gen Z consumers in the restaurant industry. *International Journal of Multicultural and Multireligious Understanding*, 10(4), 471–496. <https://doi.org/10.18415/ijmmu.v10i4.4597>
69. Tawil, A.-R., Mohamed, M., Schmoor, X., Vlachos, K., & Haidar, D. (2023). Trends and challenges towards an effective data-driven decision making in UK SMEs: Case studies and lessons learnt from the analysis of 85 SMEs. <https://arxiv.org/abs/2305.15454>
70. Tracy, S. J. (2020). *Qualitative research methods: Collecting evidence, crafting analysis, communicating impact* (2nd ed.). Wiley-Blackwell.
71. Wansink, B., Painter, J. E., & North, J. (2005). Bottomless bowls: Why visual cues of portion size may influence intake. *Obesity Research*, 13(1), 93–100. <https://doi.org/10.1038/oby.2005.12>
72. Wheelen, T. L., & Hunger, J. D. (2012). *Strategic Management and Business Policy: Toward Global Sustainability* (13th ed.). Pearson.
73. Yin, R. K. (2023). *Case study research and applications: Design and methods* (7th ed.). Sage Publications.
74. Zeer, S. (2024, June 7). Leveraging SWOT analysis for strategic planning in SMEs: A step-by-step guide. Medium. <https://medium.com/@InternationalEconomics/leveraging-swot-analysis-for-strategic-planning-in-smes-a-step-by-step-guide-d4b6a26b23d9>