



Key Performance Indicators and Success Factors of Travel Agencies in Cabanatuan City Nueva Ecija— A Basis for Enhancing Operational Efficiency

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Abstract— This study evaluates the key performance indicators (KPIs) and success factors of travel agencies in Cabanatuan City, based on insights from ten travel agencies, with respondents including owners, managers, or supervisors. Data was collected through questionnaires and analyzed using descriptive methods, frequency distribution, and weighted mean. The results, measured on a 4-point Likert scale, highlight significant differences when analyzed by the travel agencies' profiles. The study aims to address the following questions: (1) the profile of respondents regarding years in position, educational background, years in operation, starting capital, average monthly income, types of ownership, and legal requirements; (2) the key performance indicators and success factors of travel agencies concerning business operations, financial aspects, marketing, technology, and sustainability; and (3) the identification of factors consistently contributing to the success of travel agencies, including product, financial & economic support, service quality, planning & policy, facility & transportation, marketing, and human resources & security. The findings show that all these factors were rated "strongly agree" based on their highest mean scores.

Keywords— KPIs, Success Factors, Travel Agency, Operational Efficiency

I. INTRODUCTION

A travel agency is a company or organization that offers a variety of travel-related services to clients, such as booking flights, accommodations, transportation, tours, and other activities. They may also provide travel insurance, visa assistance, and other related services. The primary goal of a travel agency is to simplify and facilitate travel planning and booking for their clients. With access to exclusive deals, packages, and insider knowledge about destinations, travel agencies are valuable resources for travelers. They can operate online, through a physical storefront, or a combination of both, and some may specialize in specific types of travel, such as luxury, adventure, or group travel (Rashid, 2023).

Travel agencies gather information about potential customers' trips, including departure and arrival dates, planned destination, flight times, type of accommodation, and whether the travel class is economy or business, as well

as the number of passengers if traveling with a group (Ling et al., 2014).

According to Vochozka, Rowland, and Vrbka (2016), it is impossible to determine business performance growth with a single performance indicator. This study, therefore, aims to identify multiple KPIs that travel agencies use as indicators of success. Authors Kozena and Jelinkova (2014) support this by emphasizing that selecting the right performance measurement methods, considering company specifics, can quickly highlight key issues and shortcomings that need to be addressed for a business to reach its full potential. Tailoring performance measurement methods to the unique characteristics of travel agencies allows for timely identification of critical issues and deficiencies.

In the ever-evolving travel landscape, operational efficiency of travel agencies is crucial. Key performance indicators, such as booking volumes, customer satisfaction, and

revenue generation, are essential in assessing their operational effectiveness. Travel agencies also play a vital role in facilitating visitor arrivals through effective booking systems and creating diverse and appealing travel packages, thereby enhancing KPIs like customer satisfaction by providing exceptional experiences for tourists.

The Department of Trade and Industry (DTI) acts as the primary coordinative, promotive, facilitative, and regulatory arm of the government for the country's trade, industry, and investment activities. The DTI aims to create a business environment that reduces the cost of doing business, facilitating trade and investments, enhancing global competitiveness, empowering consumers, and ensuring safety measures to protect the environment by providing excellent and safe products at reduced costs.

Cabanatuan City in Nueva Ecija, Philippines, is renowned for its natural beauty, cultural heritage, and economic potential. Tourism significantly impacts the city's economic vitality and shapes the trajectory of travel agencies in the area. Through revenue generation and strategic partnerships, travel agencies contribute to Cabanatuan City's economic vibrancy, with their impact measured through financial KPIs.

This study aims to provide a comprehensive understanding of the essential KPIs and success factors in the operational streamlining, financial management, marketing, and overall efficiency improvement of travel agencies. Given the

increasing interest in travel and tourism, organizations must align their strategies with Cabanatuan City's unique characteristics. This study seeks to identify the specific factors that contribute to the success of travel agencies in Cabanatuan City, which is crucial for optimizing operations, improving service delivery, and fostering sustainable growth in the sector.

This exploration goes beyond academic research; it is a practical effort to enhance the operational efficiency of travel agencies in Cabanatuan City. By thoroughly examining key operational aspects, this study aims to provide a detailed analysis of KPIs and success factors across business operations, financial management, marketing strategies, technological integration, and sustainability practices. The research intends to offer practical recommendations and strategic guidelines to empower travel agencies in Cabanatuan City to thrive in an increasingly competitive market landscape.

II. CONCEPTUAL FRAMEWORK

Figure 1 shows the conceptual framework of the study. The researcher aims to discover the Key Performance Indicators and Success Factors of Travel Agencies in Cabanatuan City Nueva Ecija—a basis for Enhancing Operational Efficiency during 2024.

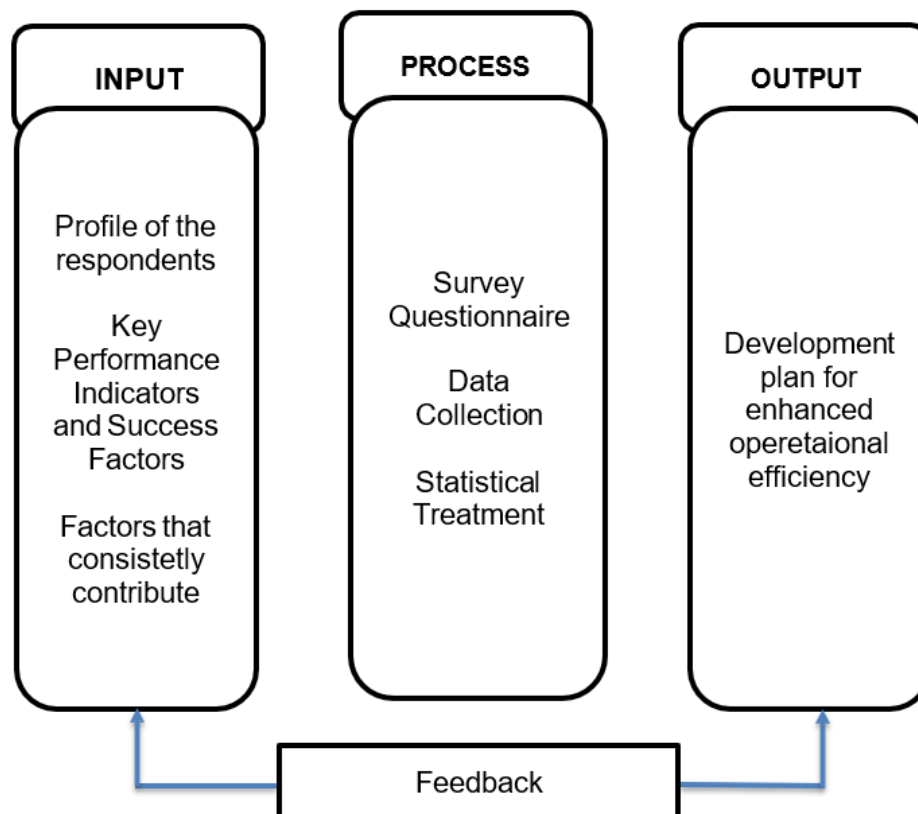


Fig.1. Research Paradigm

Figure 1 illustrates the research paradigm showing the systematic processing of inputs to produce desired outputs. The inputs comprise respondent profiles (e.g., years in services, educational attainment, years in operation, capitalization, average monthly income, ownership structure, and legal requirements), the Key Performance Indicators (KPIs) and success factors related to business operations, marketing strategies, planning and policy, financial support, and human resource management and the factors that consistently contribute to the success of travel agencies related to product, financial & economic support, service quality, planning & policy, facility & transportation, marketing, and human resources and security. Data collection will involve a Survey Questionnaire and Rating Scale to gather information on these inputs. The subsequent processing and analysis of data will employ statistical treatments, including Weighted Mean, Frequency Analysis, and Likert Scale assessments.

The output, however, shows what the researcher's goal is: to create a travel agency development plan for enhanced operational efficiency.

Statement of the Problem

This research determines the key performance indicators and success factors of travel agencies in Cabanatuan City, Nueva Ecija.

Specifically, this study seeks to answer the following questions:

1. How may the profile of the respondents and travel agency business be described in terms of:
 - 1.1 Years in Service;
 - 1.2 Educational Attainment;
 - 1.3 Number of Years in Operation;
 - 1.4 Capitalization;
 - 1.5 Average Monthly Income;
 - 1.6 Form of Ownership;
 - 1.7 Legal Requirement?
2. How may the key performance indicators and success of travel agencies be described in terms of:
 - 2.1 Business Operation;
 - 2.2 Financial;
 - 2.3 Marketing;
 - 2.4 Technology;
 - 2.5 Sustainability?
3. What are the identified factors that consistently contribute to the success of travel agencies in Cabanatuan City in terms of:

- 3.1 Product;
- 3.2 Financial & Economic Support;
- 3.3 Service Quality;
- 3.4 Planning & Policy;
- 3.5 Facility & Transportation;
- 3.6 Marketing;
- 3.7 Human Resources & Security?

4. Proposed Business Development Plan to enhance the operational efficiency of a travel agency.

III. RESEARCH METHODOLOGY

This chapter outlines the methods and procedures used in the research, covering the Research Design, Locale of the Study, Sample and Sampling Procedure, Respondents, Research Instrument, Data Gathering Procedure, Data Analysis Technique, and Ethical Considerations.

The study employs a descriptive research design to analyze the performance metrics of travel agencies in Cabanatuan City. Data was gathered via survey questionnaires from managers, owners, and supervisors. This design is used to identify key performance indicators (KPIs) and success factors, providing empirical evidence for improving operational efficiency. The study was conducted among selected travel agencies in Cabanatuan City, focusing on enhancing operational efficiency within this geographical area. Cabanatuan City, a hub of natural beauty, cultural heritage, and economic potential, supports a dynamic travel agency network.

The respondents consisted of ten individuals, including owners, managers, and supervisors from the city's travel agencies. Despite there being 29 registered agencies, a smaller sample size was chosen to gain in-depth insights. This purposive sampling ensured the selection of participants with the most relevant knowledge and experience. The survey questionnaire covered two parts: the profile of respondents and the key performance indicators and success factors of travel agencies. A four-point Likert scale was used to gauge responses.

The data collection process involved designing and validating the survey questionnaire, distributing it to respondents, and performing statistical treatments using frequency distribution and weighted mean. The data analysis utilized frequency, percentage, and Likert scale statistical tools to interpret the demographic profiles and perceptions of the respondents.

Ethical considerations included obtaining informed consent, ensuring confidentiality, fair representation, transparent reporting, and considering potential harms and

community interests. These measures were implemented to maintain the integrity and credibility of the research, ensuring it benefits the participating travel agencies and contributes positively to the economic and social fabric of Cabanatuan City.

IV. RESULTS AND DISCUSSION

1. The Profile of Respondents and Travel Agencies Business

The tables below describe the demographic profile of respondents using the parameters of years in service, educational attainment, years in operation, capitalization, average monthly income, form of ownership, and legal requirements of the selected travel agencies.

1.1 Years in Service

Year in Service	Frequency n=10	Percentage %
1 year and below	1	10%
2 years – 3 years	1	10%
6 years and above	8	80%
TOTAL	10	100%

Table 1.1 shows the frequency distribution of the respondents according to their years in service. The table shows that 80% or eight (8) respondents are six years or above. Additionally, the one-year and below and two years—three years each result in 10% or one (1) respondents. There are no respondents with four to five years of service, suggesting a gap in mid-term experience within the group.

The distribution shows that many travel agencies surveyed had experienced members, which may point to a steady workforce with significant knowledge and abilities. Such seasoned workers may favor customer satisfaction and service quality, particularly when combined with successful training and development programs meant to improve worker performance and skills. This highlights how crucial it is to provide ongoing training and assistance to preserve and enhance service quality in the travel sector.

1.2 Educational Attainment

Educational Attainment	Frequency n=10	Percentage %
College Graduate	8	80%
College Undergraduate	2	20%
TOTAL	10	100%

Table 1.2 presents the educational attainment of the respondents. It reveals that a majority of the respondents, 80% or eight individuals, are college graduates. In contrast, 20% or two individuals, are college undergraduates. This distribution indicates that most of the respondents possess a higher education level, which could positively influence the operational efficiency and management practices within the travel agencies. The high percentage of college graduates suggests that the travel agencies in Cabanatuan City benefit from a well-educated workforce, likely contributing to better decision-making, strategic planning, and overall business performance.

1.3 Years in Operation

Years in Operation	Frequency n=10	Percentage %
1 year and below	1	10%
4 years – 5 years	1	10%
6 years and above	8	80%
TOTAL	10	100%

Table 1.3 displays the frequency distribution of selected travel agencies in Cabanatuan City based on their years in operation. The years in operation are categorized into ranges as indicated in the table, established by researchers using available data. The table reveals that 80%, or eight (8) respondents, have been operating for six years and above, while 10%, or one (1) respondent, have been in business for 4-5 years, and another 10%, or one (1) respondent, have been operational for one year or less. At the same time, there are no respondents with two to three years of operation.

The high number of travel agencies with six or more years of operation suggests that these establishments possess extensive expertise and knowledge of destinations, travel trends, and customer preferences. They likely have established robust relationships with suppliers and built a reputation for delivering excellent service, contributing to customer trust and satisfaction. Furthermore, longevity signifies stability and adaptability, indicating that agencies capable of navigating industry changes and economic fluctuations are more likely to provide consistent and reliable service. While the duration of the operation is just one factor to consider when choosing a travel agency, it offers valuable insights into the agency's track record and ability to meet travelers' needs effectively.

The result supports the study by Dhlwayo (2021), which found that the operating periods were less than five years, 6-10 years, and 11-20 years. Results show that different dimensions of growth are prevalent in small businesses and

differ according to the period a company has been operating. The longer the period of operating, the higher the chances of the business experiencing qualitative growth, which enhances the survival endeavors of the enterprise. Although several studies have examined firm growth, the focus has been more on the measures of development rather than "the aspect that is growing."

1.4 Capitalization

Capitalization	Frequency n=10	Percentage %
₱ 400,000.00 – ₱ 500,000.00	7	70%
₱ 600,000.000 – ₱ 700,000.00	1	10%
₱ 1,000,000 – above	2	20%
TOTAL	10	100%

Table 1.4 shows the frequency distribution of selected travel agencies in Cabanatuan City based on capitalization. The researchers grouped the capital into specified ranges based on the available data. The table indicates that 70%, or seven (7) respondents, had a starting capital of ₱400,000 to ₱500,000. Meanwhile, 20%, or two (2) respondents, invested ₱1,000,000 and above, and 10%, or one (1) respondent, spent ₱600,000 to ₱700,000 to establish their travel agency. Notably, there are no respondents in the ₱800,000 to ₱900,000 range.

Securing funding for a travel agency requires careful planning and thought. Entrepreneurs need to assess different funding choices and choose the ones that align best with their business objectives. It is essential to create a strong business plan that outlines the travel agency's unique value, offerings, and potential for growth. This attracts potential investors and lenders who can provide the required capital.

The data suggests that most travel agencies in Cabanatuan City operate with a relatively modest initial capital investment, specifically within the ₱400,000 to ₱500,000 range. This indicates that these agencies may rely on efficient budget management and cost-effective strategies to establish and sustain their operations. The presence of agencies with capital investments of ₱1,000,000 and above suggests that some businesses are willing and able to make more substantial investments, potentially aiming for a higher market share and offering more comprehensive services.

According to Templonuevo (2024), starting a travel agency franchise in the Philippines involves expenses depending on factors in your business plan, like location, business

size, office setup, staffing, and marketing efforts. Initial costs usually fall between ₱500,000 to ₱1,000,000 or more. Remember to budget for licenses, permits, office space, tech needs, and staff training to make this ballpark figure more accurate.

These findings highlight the importance of strategic financial planning for travel agencies. Entrepreneurs must carefully consider their funding options, ensuring they secure adequate capital to support their business objectives and growth plans. A well-crafted business plan, emphasizing the agency's unique value proposition and growth potential, can be instrumental in attracting investors and securing necessary funding.

1.5 Average Monthly Income

Average Monthly Income	Frequency n=10	Percentage %
₱ 500,000 – ₱ 600,000	7	70%
₱ 900,000 – ₱ 1,000,000	1	10%
₱ 2,000,000 – above	2	20%
TOTAL	10	100%

Table 1.5 shows the frequency distribution of monthly income among the selected travel agencies in Cabanatuan City. The incomes were grouped into ranges indicated in the table, as deemed appropriate by the researchers based on the available data. The table reveals that 70%, or seven (7) respondents, reported an average monthly income ranging from ₱500,000 to ₱600,000. Meanwhile, 20%, or two (2) respondents, had an income of ₱2,000,000 and above, and 10%, or one (1) respondent, earned between ₱900,000 to ₱1,000,000. Notably, there are no respondents with an average monthly income in the ₱700,000 to ₱800,000 range, indicating a gap at this income level.

The majority of travel agencies fall within the ₱500,000 to ₱600,000 monthly income range, reflecting a stable yet modest earning bracket for most agencies. This range suggests that many agencies likely focus on cost-effective operations and mid-range travel packages to maintain a steady income stream. However, the presence of a smaller segment (20%) with significantly higher incomes exceeding ₱2,000,000 indicates that some agencies have managed to achieve substantial financial success.

Several factors can contribute to such high earnings, as identified by Morrison (2015). These include capitalizing on peak travel seasons, generating increased bookings through effective marketing, and catering to strong customer demand for travel experiences. Agencies that offer popular destinations, unique travel packages, or

special promotions can significantly boost their income during specific periods.

Further research could explore the specific strategies employed by high-income agencies to gain a deeper understanding of successful revenue generation in the travel agency industry. Understanding the practices and business models that drive such high earnings could provide valuable insights for other agencies aiming to enhance their financial performance. This could involve examining their marketing strategies, customer service approaches, and the range of services and packages they offer. Such insights would be instrumental in helping other travel agencies develop and implement effective strategies to increase their monthly incomes and overall operational efficiency.

1.6 Form of Ownership

Form of Ownership	Frequency n=10	Percentage %
Sole proprietorship	6	60%
Partnership	1	10%
Corporation	3	30%
TOTAL	10	100%

Table 1.6 shows the frequency distribution of selected travel agencies in Cabanatuan City according to their form of ownership. The data reveals that 60%, or six (6) respondents, operate as sole proprietorships, 30%, or three (3) respondents, are corporations, and 10%, or one (1) respondent, are partnerships. This indicates that the majority of travel agencies in Cabanatuan City are sole proprietorships, where individuals own the businesses without the need for partners.

The preference for sole proprietorships aligns with findings from the American Speech-Language-Hearing Association (ASHA), which notes that many business owners favor sole proprietorships due to their simplicity and ease of management. Sole proprietorships are the most common type of business in the United States because they are the simplest and least expensive to establish.

Moreover, sole proprietorships are often the preferred choice for entrepreneurial firms because they allow for quick decision-making and involve lower monitoring costs among investors (Baik et al., 2015). Lorenciana (2015) also noted a rise in sole proprietorships in Cebu, according to the Department of Trade and Industry Cebu, reflecting a similar trend.

The predominance of sole proprietorships among travel agencies in Cabanatuan City suggests a preference for streamlined operations and straightforward business

management, enabling owners to make rapid decisions and maintain control over their enterprises. This business structure may be particularly advantageous for small to medium-sized travel agencies looking to minimize administrative complexities and operational costs.

1.7 Legal Requirements

Legal Requirements	Frequency n=10	Percentage %
Department of Tourism (DOT)		
Accreditation	9	90%
Business Registration	8	80%
Insurance	3	30%
Documentation and Record-Keeping	4	40%
Department of Trade and Industry (DTI)		
Business Name Registration	8	80%
Business Permits and Licenses	7	70%
Compliance with Consumer Protection Laws	4	40%
Securities and Exchange Commission (SEC)		
Incorporation or Registration For corporation or partnership	3	30%
Articles of Incorporation or Partnership	2	20%
By-Laws	2	20%
International Air Transport Association (IATA) & Bureau of Internal Revenue (BIR) Registration		
Registration with the BIR (TIN)	8	80%
Business Permits and Licenses	8	80%
Books of Accounts and Records	6	60%
Issuance of Official Receipts/Invoices	5	50%
Business Permit		

Mayor's Permit or Business Permit	10	10%
Barangay Clearance	9	90%
Zoning Clearance	5	50%
Fire Safety Inspection Certificate:	10	100%
Sanitary Permit	5	50%
Professional License (if applicable)	3	30%

*** multiple answers

Table 1.7 provides valuable insights into the legal requirements for the selected travel agencies in this study. The data indicates that DOT (Department of Tourism) accreditation appears to be the most prevalent requirement, with a high adoption rate of 90% among the surveyed agencies. This highlights the importance of agencies securing DOT approval to operate legally. Business registration and permits are also crucial, as evidenced by the high compliance rates with DTI (Department of Trade and Industry) and BIR (Bureau of Internal Revenue) registration (80%). Only 30% of the agencies reported SEC (Securities and Exchange

Commission) incorporation, which aligns with findings from Jones et al. (2021), suggesting this may be less common for smaller travel agencies. Compliance with IATA (International Air Transport Association) membership and record-keeping (60%) appears less widespread but still relevant for a portion of the agencies. Finally, local business permits seem mandatory, with 100% of agencies possessing mayor's permits and fire safety certificates. These findings underscore the need for travel agencies to navigate a complex web of regulations to ensure legal compliance. Further research could explore the specific challenges faced by agencies, particularly regarding less commonly adopted requirements like SEC incorporation.

Jones et al.'s study (2021) investigates the relationship between regulatory compliance and small businesses' performance. They likely employed a meta-analysis approach, which involves statistically combining data from multiple research studies on the topic. This suggests that adhering to regulations can benefit small businesses by fostering trust with customers, ensuring operational efficiency, and reducing legal risks.

2. The key performance indicators and success of travel agencies.

2.1 Business Operation

Indicators	Mean	Verbal Description
1. The agency uses the Global Distribution System (GDS) to efficiently assist clients with itinerary changes, cancellations, and other travel-related inquiries.	3.70	Strongly Agree
2. The agency directly resolved the customer complaints, concerns, or inquiries.	3.60	Strongly Agree
3. The agency actively seeks out technological advancements and adopts relevant tools to enhance operational efficiency.	3.80	Strongly Agree
4. The agency regularly communicates with suppliers (e.g., via email, online portals, and social media platforms) to ensure we can offer up-to-date information about destinations and services.	4.00	Strongly Agree
5. Employees are provided with enough training and seminars.	3.70	Strongly Agree
Weighted Mean	3.76	Strongly Agree

Legend: 3.26 – 4.00 Strongly Agree; 2.51 – 3.25 Agree; 1.76– 2.50 Disagree; 1.00 – 1.75 Strongly Disagree

Table 2.1 shows that respondents strongly agree that key performance indicators and success in travel agencies can be described in terms of business operations. The survey results indicate that all business operation factors received a "Strongly Agree" rating, as reflected by the weighted mean scores. The highest mean score of 4.00 highlights the agencies' active pursuit of technological advancements to enhance operational efficiency. Additionally, the agencies effectively use the Global Distribution System (GDS) to

manage itinerary changes and provide travel-related assistance, with a mean of 3.80. Training and seminars for employees received a mean score of 3.70, while customer complaints and inquiries were directly resolved, with the lowest mean of 3.60.

Technological advancements significantly impact travel agencies, offering benefits such as increased communication and efficiency through GDS systems like Amadeus, Galileo, Sabre, and Worldspan, as noted by

Budiasa et al. (2018). The adoption of digital media and online travel agencies (OTAs) like booking.com and Trivago has further enhanced the immediacy and accessibility of travel information (Nuenen et al., 2021). Schegg & Havila (2015) also emphasize the role of IT in streamlining tasks and improving processes within travel

agencies. Overall, technology is a crucial factor in the success and efficiency of travel agencies, as supported by various studies.

2.2 Financial

Indicators	Mean	Verbal Description
1. The agency implements cost- saving measures without compromising the quality of services provided.	3.70	Strongly Agree
2. The cost fluctuations are closely monitored, and appropriate actions are taken to lessen any negative impacts on financial performance.	3.60	Strongly Agree
3. The agency regularly reviews and renegotiates contracts with suppliers to secure favorable terms and pricing.	3.70	Strongly Agree
4. The agency effectively manages cash flow to ensure liquidity and financial stability.	3.60	Strongly Agree
5. The agency develops comprehensive financial plans and budgets to guide decision-making and resource allocation.	3.70	Strongly Agree
Weighted Mean	3.66	Strongly Agree

Table 2.2 indicates that all respondents strongly agree that key performance indicators and success factors related to financial aspects are crucial for travel agencies. The survey results show that all financial factors received a "Strongly Agree" rating, as reflected by their weighted mean scores. The agency's implementation of cost-saving measures without compromising service quality, regular review and renegotiation of supplier contracts for favorable terms and pricing, and development of comprehensive financial plans and budgets to guide decision-making and resource allocation all received a mean score of 3.70 (Strongly Agree). Furthermore, the monitoring of cost fluctuations and proactive actions to mitigate negative financial impacts received a mean score of 3.60 (Strongly Agree).

Managing the finances of a travel agency is essential and challenging, as highlighted by Dajani (2023). Effective financial management involves balancing expenses with revenue generation, controlling overhead costs, optimizing marketing efforts, and diversifying revenue streams to ensure profitability while delivering valuable client services. Li et al. (2019) also emphasize the importance of cost control strategies in maintaining profitability within the competitive travel agency industry. These strategies underscore the critical role of financial acumen in sustaining operational success and stability in travel agencies.

2.3 Marketing

Indicators	Mean	Verbal Description
1. The promotional offers and discounts align with long-term business goals rather than short-term gains.	3.30	Strongly Agree
2. Digital marketing strategies (e.g., social media, email campaigns) significantly contribute to the visibility of the travel agency.	3.40	Strongly Agree
3. Traditional marketing methods (e.g., print ads, flyers) effectively promote the travel agency.	3.10	Agree
4. The agency uses customer loyalty strategies to encourage repeat bookings and build customer trust.	3.80	Strongly Agree
5. The customer feedback and satisfaction surveys of the agency help identify areas for improvement and strengthen relationships with existing customers.	3.50	Strongly Agree
Weighted Mean	3.42	Strongly Agree

Legend: 3.26 – 4.00 Strongly Agree; 2.51 – 3.25 Agree; 1.76– 2.50 Disagree; 1.00 – 1.75 Strongly Disagree

Table 2.3 shows that all respondents agree on the key performance indicators and success factors in marketing. This table indicates that all business marketing factors have verbal interpretation "Strongly Agree" and one "Agree" as shown by the weighted mean. The agencies use customer loyalty strategies to encourage repeat bookings and build customer trust, having the highest mean of 3.80 (Strongly Agree). The agencies also use customer feedback and satisfaction surveys to help identify areas for improvement and strengthen relationships with existing customers, with a mean of 3.50 (Strongly Agree). Digital marketing strategies (e.g., social media and email campaigns) also significantly contribute to the visibility of travel agencies, with a mean of 3.40 (Strongly Agree). The promotions that the agencies have offers and discounts align with long-term business goals rather than short-term gains, with a mean of 3.30 (Strongly Agree). Traditional marketing methods (e.g., print ads, flyers) effectively promote the travel agencies, having the lowest mean of 3.10 (Agree).

Relationship quality is crucial to enhancing a tourist's loyalty. Little empirical research has been conducted to link service quality, perceived value, and relationship quality to

customer loyalty in the travel agency sector. This study investigates the role of service quality, perceived value, and relationship quality on customer loyalty among tourists. Relationship quality consists of three components: customer satisfaction, customer trust, and customer commitment. Structural equation modelling is used to test the linkages between the six variables that have been identified. Findings reveal that service quality and perceived value of a travel package are antecedent factors to the relationship quality with a travel agency; three relationship quality components significantly influence a customer's loyalty to a travel agency (Lai, 2014),

In this study, Bunghez (2020) analyzed how travel agencies utilize sales promotion techniques. They found that grouped sales, early booking, and last-minute techniques are essential practices in the respondents' perceptions, that associating accommodation with eating services is a very important aspect for the consumer, that including recreation services is preferred but not demanded, and that including transportation services represents additional motivation in the purchasing decision.

2.4 Technology

Indicators	Mean	Verbal Description
1. The effect of the GDS on travel agency booking processes is accuracy and speed.	3.50	Strongly Agree
2. The agency offers a user-friendly online booking platform for customers to easily browse and book travel services.	3.20	Agree
3. The online booking system has inventory management to ensure accurate availability and pricing information.	3.30	Strongly Agree
4. The online booking system provides convenient access to booking history and itinerary details for customers.	3.40	Strongly Agree
5. The travel agency collects and analyzes data from various sources (e.g., website traffic, booking trends) to gain insights into customer behavior and market trends.	3.50	Strongly Agree
Weighted Mean	3.38	Strongly Agree

Legend: 3.26 – 4.00 Strongly Agree; 2.51 – 3.25 Agree; 1.76– 2.50 Disagree; 1.00 – 1.75 Strongly Disagree

Table 2.4 illustrates that all respondents agree on the significance of technology as a key performance indicator and success factor for travel agencies. According to the study, all technology-related factors received a "Strongly Agree" verbal interpretation, with one factor categorized as "Agree" based on their weighted mean scores. The Global Distribution System (GDS) significantly impacts travel agencies' booking processes by ensuring accuracy and speed, as indicated by a mean score of 3.50 (Strongly Agree). Travel agencies also utilize data analytics to gather insights from sources like website traffic and booking trends, highlighting customer behavior and market

dynamics with a mean score of 3.40 (Strongly Agree). Moreover, the online booking system provides convenient access to booking history and itinerary details, maintaining inventory management for accurate availability and pricing information with a mean score of 3.30 (Strongly Agree). Lastly, agencies offer a user-friendly online booking platform for customers, facilitating easy browsing and booking of travel services, supported by a mean score of 3.20 (Agree).

Emmanuel et al. (2018) underscore the pivotal role of Global Distribution Systems (GDS) such as Amadeus and Galileo in the development of travel agencies. These

systems enhance reservation processes, expand staff knowledge in reservation and hotel bookings, and foster overall agency growth by facilitating efficient information exchange within global tourism networks. La Siesta (2023) emphasizes the convenience and accessibility offered by online travel agencies, enabling travelers to plan and book trips anytime and anywhere. This accessibility has revolutionized the travel booking experience, shifting

preferences towards digital platforms over traditional brick-and-mortar agencies.

These insights highlight how technological advancements, particularly through GDS and online booking systems, are integral to enhancing operational efficiency and customer satisfaction in the competitive travel industry.

2.5 Sustainability

Indicators	Mean	Verbal Description
1. The agency actively promotes environmentally friendly practices, such as reducing carbon emissions and waste generation (e.g., paperless transactions, public transportation, carpooling).	3.40	Strongly Agree
2. The agency collaborates with local communities and stakeholders to support conservation efforts and sustainable tourism initiatives.	3.20	Agree
3. The agency supports social responsibility initiatives that benefit local communities and contribute to their well-being.	3.20	Agree
4. The agency strives to maximize the economic benefits of tourism for local communities by promoting responsible travel practices.	3.50	Strongly Agree
5. Economic indicators, such as job creation and income generation, reflect the positive contribution of the agency to local development.	3.40	Strongly Agree
Weighted Mean	3.34	Strongly Agree

Legend: 3.26 – 4.00 Strongly Agree; 2.51 – 3.25 Agree; 1.76– 2.50 Disagree; 1.00 – 1.75 Strongly Disagree

Table 2.5 underscores the unanimous agreement among respondents regarding sustainability as a critical key performance indicator and success factor for travel agencies. All sustainability-related factors received a "Strongly Agree" verbal interpretation, with two factors categorized as "Agree" based on their weighted mean scores. The table illustrates that agencies are committed to maximizing the economic benefits of tourism for local communities through responsible travel practices, achieving the highest mean score of 3.50 (Strongly Agree). This commitment includes promoting environmentally friendly practices such as reducing carbon emissions and waste generation (e.g., paperless transactions, public transportation, carpooling). Economic indicators such as job creation and income generation also reflect the positive contribution of agencies to local development, with a mean score of 3.40 (Strongly Agree). Furthermore, agencies collaborate with local communities and stakeholders to support conservation efforts, sustainable tourism initiatives, and social responsibility initiatives that enhance local well-being, receiving a mean score of 3.20 (Agree).

Booyens et al. (2016) emphasize that responsible tourism integrates economic, environmental, and social dimensions, highlighting the innovation of tourism entities in adopting ecological and socially responsible practices. Their study

proposes a framework for fostering tourism innovation based on sustainability, advocating for local policy initiatives to strengthen responsible business practices in tourism for broader environmental and social impacts.

Lee et al. (2017) stress the importance of communication policies to raise awareness among tourism agents and tourists about the impacts of their behaviors, advocating for mitigation strategies to reduce negative environmental, economic, socio-economic, and cultural consequences of tourism activities. Del Chiappa et al. (2017) argue for the necessity of ethical actions and increased awareness among tourists and tourism agents to promote responsible tourism practices.

Recent research by Pérez et al. (2024) highlights the growing significance of sustainable practices in protected areas, underscoring the evolving expectations of tourists for sustainable travel options. Font et al. (2020) further support this trend, noting increasing pressure on travel agencies to adapt their practices in response to rising consumer demand for sustainability.

Together, these findings underscore the pivotal role of sustainability in shaping the strategic direction of travel agencies, emphasizing environmental stewardship,

community engagement, and long-term economic viability as core components of their operational success.

3. The identified factors that consistently contribute to the success of travel agencies.

3.1 Product

Indicators	Mean	Verbal Description
1. The variety of travel products offered by our agency meets diverse customer needs.	3.60	Strongly Agree
2. Maintaining high service quality is a consistent contributor to the success of our travel agency.	3.70	Strongly Agree
3. Evaluates the competitiveness of the travel agency's pricing strategy in relation to similar services offered by competitors in Cabanatuan City.	3.40	Strongly Agree
4. Assesses the variety and diversity of travel products and services offered by the agency, including tour packages, transportation options, accommodation choices, and other travel-related services.	3.60	Strongly Agree
5. The agency offered the relevance of travel packages to the target market.	3.70	Strongly Agree
Weighted Mean	3.60	Strongly Agree

Legend: 3.26 – 4.00 Strongly Agree; 2.51 – 3.25 Agree; 1.76– 2.50 Disagree; 1.00 – 1.75 Strongly Disagree

Table 3.1 underscores the unanimous agreement among respondents regarding product-related factors as crucial contributors to the success of travel agencies. All factors related to the product received a "Strongly Agree" verbal interpretation, as indicated by the weighted mean scores. The table highlights that maintaining consistently high service quality is paramount to the success of travel agencies, with a mean score of 3.70 (Strongly Agree). Additionally, offering relevant travel packages tailored to the target market garnered a mean score of 3.70 (Strongly Agree), emphasizing the importance of aligning offerings with customer preferences.

The diversity and variety of travel products and services provided by agencies, including tour packages, transportation options, accommodation choices, and other related services, received a mean score of 3.60 (Strongly Agree). This indicates the agencies' capability to meet diverse customer needs effectively, enhancing their competitive edge in the market.

Furthermore, evaluating the competitiveness of pricing strategies relative to competitors in Cabanatuan City also received strong affirmation, with a mean score of 3.40 (Strongly Agree). This underscores the importance of strategic pricing in attracting and retaining customers in a competitive market environment.

Ahmad et al. (2014) emphasize the critical dimensions of service quality in the hospitality industry, stressing responsiveness and the ability to address customer needs promptly as essential factors in enhancing customer satisfaction and loyalty. Anwar & Qadir (2017) further elaborate on the importance of responsiveness in service delivery, highlighting its role in customer retention and satisfaction.

Toivonen (2015) underscores the significance of customer experience and satisfaction in determining the longevity and success of businesses, emphasizing the need for agencies to understand and meet customer expectations effectively to foster loyalty and repeat business. Morrison (2019) reinforces these principles by advocating for a robust product portfolio that resonates with diverse customer needs, thereby enhancing overall customer satisfaction and agency success.

Together, these insights underscore the pivotal role of product-related factors, including service quality, relevance of offerings, diversity in product range, and competitive pricing, in shaping the success trajectory of travel agencies in Cabanatuan City's competitive market landscape.

3.2 Financial & Economic Support

Indicators	Mean	Verbal Description
1. Collaboration with other local businesses has led to increased revenue opportunities for my agency.	3.20	Agree
2. The availability of government grants and subsidies has significantly impacted my agency's financial performance.	2.80	Agree

3. Participating in trade fairs and events organized by the city government has contributed to an increase in the customer base.	3.10	Agree
4. Partnerships with hotels and resorts within the region have enhanced my agency's service offerings and improved customer satisfaction.	3.50	Strongly Agree
5. Agency access to financial resources (loans, grants, etc.) to support business operations.	3.10	Agree
Weighted Mean	3.26	Agree

Legend: 3.26 – 4.00 Strongly Agree; 2.51 – 3.25 Agree; 1.76– 2.50 Disagree; 1.00 – 1.75 Strongly Disagree

Table 3.2 highlights the unanimous agreement among respondents regarding the significant role of financial and economic support factors in contributing to the success of travel agencies. All factors related to financial and economic support received a "Strongly Agree" verbal interpretation, as indicated by the weighted mean scores. The table underscores various strategies and resources that agencies utilize to bolster their financial standing and operational capabilities.

The highest mean score of 3.50 (Strongly Agree) was attributed to partnerships forged with hotels and resorts within the region, which have enhanced service offerings and significantly improved customer satisfaction. This underscores the strategic importance of collaborations in enhancing service quality and customer experience.

Collaboration with other local businesses also received affirmation, with a mean score of 3.20 (Agree), indicating that such partnerships contribute positively to revenue generation opportunities for agencies. Participating in trade fairs and events organized by the city government was noted to increase the customer base, reflecting proactive marketing and promotional strategies employed by agencies to expand their market reach.

Access to financial resources, including loans and grants, to support business operations received a mean score of 3.10 (Agree), highlighting the importance of financial stability and access to capital in sustaining agency operations and growth initiatives.

Government grants and subsidies, while impactful, received a relatively lower mean score of 2.80 (Agree), indicating a perceived but less significant contribution compared to other financial support mechanisms.

Tao (2014) underscores the criticality of prioritizing factors that enhance customer satisfaction and loyalty in business operations. This aligns with the strategies outlined in the table, where agencies focus on enhancing service quality through partnerships, collaborations, and financial prudence to meet customer needs effectively and foster long-term loyalty and satisfaction.

Table 3.2 emphasizes the pivotal role of financial and economic support strategies in underpinning the success of travel agencies in Cabanatuan City, highlighting the importance of strategic partnerships, access to capital, and proactive market engagement in enhancing operational effectiveness and customer satisfaction.

3.3 Service Quality

Indicators	Mean	Verbal Description
1. We evaluate the efficiency and effectiveness of the booking and reservation systems utilized by the travel agency.	3.70	Strongly Agree
2. We examine the travel agency's ability to customize and personalize services according to the specific needs and preferences of individual customers. It includes factors such as offering tailored travel itineraries, personalized recommendations, and attentive customer care.	3.70	Strongly Agree
3. The travel agency ensures that all information provided to our customers, including itineraries, pricing, and travel details, is accurate and reliable.	3.80	Strongly Agree
4. The agency has been transparent about pricing, fees, and any terms and conditions associated with bookings to build trust and avoid misunderstandings.	3.80	Strongly Agree
5. The agency offers a user-friendly and efficient booking system, whether online or offline, to make the booking process smooth and hassle-free for customers.	3.40	Strongly Agree
Weighted Mean	3.68	Strongly Agree

Legend: 3.26 – 4.00 Strongly Agree; 2.51 – 3.25 Agree; 1.76– 2.50 Disagree; 1.00 – 1.75 Strongly Disagree

Table 3.3 underscores the unanimous agreement among respondents regarding the critical role of service quality factors in contributing to the success of travel agencies. All factors related to service quality received a "Strongly Agree" verbal interpretation, as indicated by the weighted mean scores. The table emphasizes various strategies and practices that agencies implement to ensure high standards of service delivery and customer satisfaction.

The highest mean score of 3.80 (Strongly Agree) was attributed to the agency's commitment to providing accurate and reliable information to customers. This includes transparent communication about itineraries, pricing, fees, and booking terms to build trust and prevent misunderstandings, highlighting the importance of transparency in customer relations.

Customization and personalization of services received an equivalent mean score of 3.70 (Strongly Agree). This aspect underscores the agency's ability to cater to individual customer preferences by offering tailored travel itineraries, personalized recommendations, and attentive customer care, thereby enhancing customer satisfaction and loyalty.

The provision of a user-friendly and efficient booking system, both online and offline, garnered a mean score of 3.40 (Strongly Agree). This reflects the agency's commitment to streamlining the booking process to ensure

a smooth and hassle-free experience for customers, aligning with modern expectations of convenience and efficiency in service delivery.

Anwar & Louis (2017) emphasize the importance of trustworthiness in service industries like hotels, where consumers expect security and reliability in their transactions. This parallels the emphasis in Table 3.3 on transparency and accurate information provision by travel agencies to instill confidence and satisfaction among customers.

Ng's (2019) study highlights crucial considerations for travel agencies, emphasizing the need for clarity and responsibility in service delivery, including visa arrangements and travel insurance. This aligns with the service quality principles discussed in Table 3.3, emphasizing thoroughness and attention to detail in customer service practices.

Table 3.3 underscores the pivotal role of service quality in driving the success of travel agencies, emphasizing transparency, customization, and efficiency in service delivery as key factors contributing to customer satisfaction and loyalty.

3.4 Planning & Policy

Indicators	Mean	Verbal Description
1. The planning approach within the travel agency is adaptable and responsive to changes in the market.	3.20	Agree
2. Evaluate the travel agency's regulatory policies and standards governing the travel industry, including licensing requirements, consumer protection laws, and health and safety regulations.	3.50	Strongly Agree
3. The travel agency has clear and transparent policies and procedures for booking, cancellation, and refunds.	3.60	Strongly Agree
4. The agency believes that employee training and development contribute to the successful execution of planning and policy initiatives in our travel agency.	3.60	Strongly Agree
5. The agency believes that clear communication of company goals and objectives contributes to the successful planning and policy implementation of our travel agency.	3.70	Strongly Agree
Weighted Mean	3.52	Strongly Agree

Legend: 3.26 – 4.00 Strongly Agree; 2.51 – 3.25 Agree; 1.76– 2.50 Disagree; 1.00 – 1.75 Strongly Disagree

Table 3.4 underscores unanimous agreement among respondents regarding the critical role of planning and policy factors in contributing to the success of travel agencies. All factors related to planning and policy received a "Strongly Agree" verbal interpretation, as indicated by the weighted mean scores. This table highlights key strategies and practices that agencies implement to ensure effective

planning, policy implementation, and regulatory compliance.

The highest mean score of 3.70 (Strongly Agree) was attributed to the agency's emphasis on clear communication of company goals and objectives. This practice is seen as instrumental in successful planning and policy implementation within travel agencies, fostering alignment and direction among staff and stakeholders.

The establishment of clear and transparent policies and procedures for booking, cancellations, and refunds also received strong endorsement, with a mean score of 3.60 (Strongly Agree). This aspect underscores the importance of clarity and fairness in customer interactions, enhancing trust and satisfaction.

Investment in employee training and development was another highly rated factor, with a mean score of 3.50 (Strongly Agree). This reflects the agency's recognition of the pivotal role played by knowledgeable and skilled staff in executing policies effectively and delivering high-quality service to customers.

Evaluation of regulatory policies and standards governing the travel industry, including licensing requirements and consumer protection laws, received a mean score of 3.50 (Strongly Agree). This highlights the agency's commitment to compliance with legal and regulatory frameworks, ensuring ethical conduct and customer protection.

Adaptability and responsiveness to changes in the market were also acknowledged, albeit with a slightly lower mean score of 3.20 (Agree). This indicates recognition of the importance of agility in policy adjustment and strategic planning to maintain competitiveness in a dynamic industry landscape.

The studies referenced by Jiang & Alexakis (2017), Walker (2017), Smith et al. (2015), and Braun et al. (2022) underscore various aspects of policy and regulatory adherence, customer communication, and training that are crucial for operational success and customer satisfaction in the travel industry. These findings align with the principles discussed in Table 3.4, emphasizing the importance of clear communication, transparent policies, regulatory compliance, and workforce development in ensuring effective planning and policy implementation within travel agencies.

3.5 Facility & Transportation

Indicators	Mean	Verbal Description
1. The agency offers a variety of convenient transportation options for customers.	3.60	Strongly Agree
2. The travel agency assesses the availability and condition of transportation options like shuttle services, rental vehicles, or partnerships, considering factors like reliability, comfort, and safety.	3.50	Strongly Agree
3. Evaluates the agency's accessibility and clarity of information regarding transportation options, routes, schedules, fees, and restrictions.	3.60	Strongly Agree
4. The facilities provided by travel agencies are well-maintained and favorable to customer satisfaction.	3.70	Strongly Agree
5. The overall quality of transportation services offered by the travel agency contributes significantly to customer satisfaction and loyalty.	3.80	Strongly Agree
Weighted Mean	3.64	Strongly Agree

Legend: 3.26 – 4.00 Strongly Agree; 2.51 – 3.25 Agree; 1.76– 2.50 Disagree; 1.00 – 1.75 Strongly Disagree

Table 3.5 illustrates unanimous agreement among respondents regarding the significant factors contributing to the success of travel agencies in terms of facility and transportation services. All factors related to facility and transportation received a "Strongly Agree" verbal interpretation, as indicated by the weighted mean scores. This table highlights key practices and strategies that agencies implement to enhance customer satisfaction and operational efficiency in these areas.

The highest mean score of 3.80 (Strongly Agree) was attributed to the overall quality of transportation services provided by the travel agency. This factor underscores the critical role that reliable, comfortable, and safe transportation options play in ensuring customer satisfaction and loyalty.

Following closely with a mean score of 3.70 (Strongly Agree) is the maintenance and quality of facilities provided by travel agencies. This includes ensuring that facilities such as offices, booking counters, waiting areas, and amenities are well-maintained and conducive to a positive customer experience.

The agency's provision of a variety of convenient transportation options for customers received an equivalent mean score of 3.60 (Strongly Agree). This reflects the agency's commitment to offering flexibility and choice in transportation modes, accommodating diverse customer preferences and needs.

The accessibility and clarity of information regarding transportation options, routes, schedules, fees, and restrictions also received strong endorsement with a mean score of 3.60 (Strongly Agree). Clear and transparent

communication in this regard enhances customer confidence and facilitates informed decision-making.

Lastly, the assessment of the availability and condition of transportation options, such as shuttle services, rental vehicles, or partnerships, received a mean score of 3.40 (Strongly Agree). This indicates the agency's proactive approach in ensuring the reliability, comfort, and safety of transportation services offered to customers.

The studies referenced by De Oña et al. (2015), Machado-León et al. (2017), and Isikli et al. (2017) underscore

various aspects of service quality in transportation, including safety, cleanliness, comfort, information availability, and reliability. These findings align with the principles discussed in Table 3.5, emphasizing the importance of maintaining high standards in facility management and transportation services to enhance overall customer satisfaction and operational effectiveness in the travel agency sector.

3.6 Marketing

Indicators	Mean	Verbal Description
1. The travel agency uses polls and surveys to engage with followers on social media.	2.90	Agree
2. The travel agency uses traditional advertising to promote our services. We use print advertising (newspapers, magazines, postcards, and brochures) to promote our services.	3.30	Strongly Agree
3. The agency posts photos of destinations, live streams or stories, videos showcasing travel experiences, and customer testimonials on social media to promote our services.	3.70	Strongly Agree
4. The travel agency uses outdoor advertising such as billboards, bus stops, or other public spaces to promote the services.	3.00	Agree
5. The platforms that travel agencies use to promote our services are Facebook, Instagram, X (formerly Twitter), TikTok, and YouTube.	3.70	Strongly Agree
Weighted Mean	3.32	Strongly Agree

Legend: 3.26 – 4.00 Strongly Agree; 2.51 – 3.25 Agree; 1.76– 2.50 Disagree; 1.00 – 1.75 Strongly Disagree

Table 3.6 highlights the unanimous agreement among respondents regarding the factors that consistently contribute to the success of travel agencies in terms of marketing. All factors related to marketing received a "Strongly Agree" verbal interpretation, with two additional factors receiving an "Agree," as indicated by the weighted mean scores. This table underscores crucial marketing strategies and platforms that travel agencies employ to promote their services effectively.

The highest mean score of 3.70 (Strongly Agree) was assigned to the use of social media platforms such as Facebook, Instagram, X (formerly Twitter), TikTok, and YouTube to promote agency services. This strategy involves posting photos of destinations, live streams or stories, videos showcasing travel experiences, and customer testimonials. Leveraging these platforms allows agencies to reach a wide audience and engage potential customers effectively.

Following closely with a mean score of 3.30 (Strongly Agree) is the use of traditional advertising methods. This includes print advertising in newspapers, magazines, postcards, and brochures, which remains a valuable channel

for reaching specific target demographics and reinforcing brand visibility among potential customers.

Additionally, the use of outdoor advertising such as billboards, bus stops, or other public spaces received an agreeable mean score of 3.00 (Agree). While less dominant than digital and traditional methods, outdoor advertising can still play a role in enhancing local visibility and attracting potential customers.

The use of polls and surveys to engage followers on social media received a mean score of 2.90 (Agree). This interactive approach not only fosters community engagement but also provides valuable insights into customer preferences and behaviors, helping agencies tailor their marketing strategies more effectively.

Albattat (2020) emphasizes the increasing importance of online marketing in travel agencies, highlighting its positive impact on sales and customer engagement. The shift towards online platforms reflects changing consumer behaviors, where instant communication and real-time information about products and services are crucial. By adopting robust online marketing strategies, travel agencies can effectively compete in the dynamic travel industry landscape.

Table 3.6 underscores the diverse and integrated approach that successful travel agencies take in marketing their services, utilizing both digital and traditional channels to maximize reach, engagement, and customer satisfaction.

3.7 Human Resources & Security

Indicators	Mean	Verbal Description
1. The agency staff undergoes comprehensive training to deliver exceptional customer service.	3.50	Strongly Agree
2. Our staff maintains effective relationships with suppliers and partners, enabling us to deliver superior services.	3.60	Strongly Agree
3. The agency has clear policies and procedures in place to address potential threats to employee safety and wellbeing.	3.50	Strongly Agree
4. Examines the travel agency's security protocols, including facility security, data protection, and emergency response plans, to ensure the safety and security of employees and customers.	3.50	Strongly Agree
5. The travel agency is looking for qualities and skills when hiring new employees.	3.80	Strongly Agree
Weighted Mean	3.58	Strongly Agree

Legend: 3.26 – 4.00 Strongly Agree; 2.51 – 3.25 Agree; 1.76– 2.50 Disagree; 1.00 – 1.75 Strongly Disagree

Table 3.7 indicates unanimous agreement among respondents regarding the factors contributing to the success of travel agencies in Human Resources & Security, all of which are rated "Strongly Agree" based on weighted mean scores. Key aspects highlighted include the agency's emphasis on hiring employees with specific qualities and skills, maintaining effective relationships with suppliers and partners to enhance service delivery, and providing comprehensive training to staff for exceptional customer service. The agency also maintains clear policies and procedures to address employee safety concerns and

ensures robust security protocols across facilities, data protection, and emergency response plans. These measures collectively contribute to fostering a secure and supportive environment for both employees and customers.

4. Development Plan for Operational Efficiency

The table below shows the proposed KPI's development plan for improving the operational efficiency of travel agencies around Cabanatuan City. It also shows the key areas needed to enhance a travel agency's operational efficiency.

Key Areas	Strategy	Objectives	Estimated Time Frame	Persons Involved	Budget Proposal	Success Indicators
Marketing	Optimize traditional marketing methods (print ads, flyers) and implement comprehensive social media campaigns	Increase brand visibility, attract new customers, foster customer loyalty	Implement within next 6 months	Marketing team, graphic designer	Printing Costs; Estimated 5,000 a month Graphic Design Fees: estimated 5,000-12,000	Track website traffic, conversion rates, ROI, brand recognition, positive customer feedback on promotional offers

Technology	Enhance online booking platform for user-friendliness	Modernize technological infrastructure to streamline operations and enhance customer experience	Initial improvements within 6 months	IT department	Allocate resources as needed	Monitor booking conversion rates, website performance, mobile compatibility, cybersecurity measures
Sustainability	Foster collaboration with local communities and stakeholders for sustainable tourism practices	Minimize environmental impact, support local communities, promote responsible tourism	Begin collaborations within 3 months	Management team	Allocate budget for community projects	Measure environmental impact reduction, supplier sustainability, community engagement, employee well-being
Financial & Economic Support	Collaborate with local businesses, seek government grants for financial stability	Increase revenue opportunities, secure financial resources for operations	Ongoing participation in trade fairs	Sales and marketing team, finance department	Budget for trade fair participation	Track profitability, cost management, debt management, market expansion
Human Resources & Security	Hire based on skills, maintain supplier relationships, provide comprehensive training, ensure security protocols	Enhance customer service, ensure employee safety and well-being	Ongoing training and security updates	HR department, management team	Allocate resources for training	Monitor employee satisfaction, customer feedback on service quality, security incident reports
Planning & Policy	Develop adaptive planning approaches aligned with regulations and strategic objectives	Enhance policy frameworks, optimize planning processes	Implement changes within next quarter	Strategic planning team, department heads	Budget for planning tools/software	Assess market analysis, regulatory compliance, risk management effectiveness, integration of sustainability practices

Table 4 outlines a proposed development plan for a travel agency. The plan focuses on improving operational efficiency across five key areas: marketing, Technology, Sustainability, Financial and economic Support, and Planning and policy.

The table details a strategic approach with specific objectives for each area. It then lays out a timeframe for implementation, identifies the people involved, proposes a budget, and defines success indicators to measure the plan's effectiveness.

The key points of every part of the development plan for

operational efficiency. In marketing, the plan aims to improve traditional marketing methods while developing comprehensive online strategies to boost brand awareness, attract new customers, and retain existing ones. This includes social media engagement, targeted content creation, and potentially implementing outdoor advertising. In technology, the focus here is on modernizing the online booking platform to be more user-friendly. This involves collaboration between the IT department and the marketing team to ensure the platform is not only functional but also aligns with marketing goals. The sustainability section

emphasizes responsible tourism practices. The plan proposes establishing partnerships with local conservation organizations and implementing sustainable practices within the agency itself to minimize environmental impact. The financial & economic support section acknowledges the importance of financial stability and explores ways to achieve it. Strategies include participating in trade shows and events, continuously seeking financial resources like grants, and collaborating with other local businesses for mutual benefits. In the final section, the planning & policy highlights the importance of adaptable planning that responds to market changes. It proposes revising planning processes and developing robust policy frameworks to ensure compliance with regulations and best practices.

By implementing this plan across these five key areas, the travel agency aims to streamline operations, enhance customer experience, and achieve sustainable business growth. The table provides a clear roadmap with defined timelines, roles, budgets, and success metrics to track progress and ensure the plan's effectiveness.

V. CONCLUSION

Based on the findings of the study, the following conclusions were drawn:

1. The travel agency sector in Cabanatuan City comprises a significant number of experienced and educated individuals, the majority of whom have been in service for six years or more, indicating a stable and seasoned workforce. Cabanatuan City's travel agencies are relatively stable, with most operating for six years and above. They have capitalization investments of ₱ 400,000.00 – ₱ 500,000.00 and varied monthly incomes of ₱ 500,000 - ₱ 600,000. The forms of ownership are sole proprietorships. The surveyed agencies primarily adhere to compliance with legal requirements, Department of Tourism (DOT) accreditation, Department of Trade and Industry (DTI) registration, and Mayor's permits.
2. Travel agencies do not exhibit strong performance across key performance indicators (KPIs). The agency's traditional marketing methods, such as print ads and flyers, do not effectively promote the travel agencies. Also, the agencies do not provide a user-friendly online booking platform. Lastly, travel agencies do not support conservation and sustainable tourism projects or social responsibility programs that benefit local communities; the agencies do not adequately interact with stakeholders and local communities.
3. The study concludes that for travel agencies in Cabanatuan City to succeed, their development plan should focus on providing diverse and relevant travel packages. Build partnerships with local hotels and resorts. Ensure accurate, reliable, and transparent information. Clearly communicate company goals and objectives. Offer high-quality transportation services. Utilize social media platforms for effective promotion. Maintain strong supplier relationships and hire skilled employees.
4. The study proposed a comprehensive development plan for the travel agency, targeting operational efficiency across various crucial aspects. By implementing this development plan, the travel agency strives to achieve streamlined operations, a more captivating customer experience, and, ultimately, sustainable business growth. The defined timelines, roles, budgets, and success metrics ensure the plan's effectiveness and facilitate ongoing monitoring and adjustments for optimal outcomes.

VI. RECOMMENDATION

Based on the results of the study and the conclusions drawn, these recommendations are offered:

1. Enhance Online Presence and Booking Systems: Develop and implement a user-friendly online booking platform to improve customer convenience and expand market reach. Invest in digital marketing strategies, such as social media campaigns and search engine optimization (SEO), to effectively promote services and attract a broader audience.
2. Diversify Travel Packages: Create diverse and relevant travel packages that cater to different customer preferences and needs. Collaborate with local hotels, resorts, and attractions to offer unique and appealing travel experiences that can differentiate the agencies from competitors.
3. Promote Sustainable Tourism: Integrate conservation and sustainable tourism practices into the business model. Participate in and support local conservation projects and social responsibility programs that benefit the community, fostering a positive reputation and contributing to environmental sustainability.
4. Strengthen Stakeholder and Community Engagement: Establish regular communication and interaction with stakeholders and local communities. Engage in partnerships and initiatives that support local development and enhance the agency's reputation as a community-oriented business.
5. Invest in Employee Development: Provide ongoing training and development opportunities for employees to enhance their skills and knowledge. Focus on

customer service excellence, industry best practices, and emerging trends to ensure the workforce remains competitive and capable of delivering high-quality services.

6. Improve Marketing Strategies: Shift from traditional marketing methods to more effective digital marketing strategies. Utilize social media platforms, email marketing, and content marketing to reach and engage with potential customers. Regularly update marketing materials and ensure they accurately reflect the agency's offerings and value propositions.
7. Enhance Operational Efficiency: Implement the comprehensive development plan targeting operational efficiency. Define clear timelines, roles, budgets, and success metrics to ensure effective implementation and ongoing monitoring. Regularly review and adjust the plan to optimize outcomes and achieve sustainable business growth.

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