



PREPRINTS OF STRATEGIC MANAGEMENT IN BUSINESS ADMINISTRATION

Course Final Output

June - July 2025

Strategic Management Paper for AnBer Trucking Services

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Abstract

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AnBer Trucking Services was established as a sole proprietorship located in Padre Garcia, Batangas City. The trucking service specializes in freight transportation, specialized hauling, and rental services, catering to the logistical needs of clients who depend on the movement of heavy materials, equipment, and bulk goods. The purpose of this paper was to examine the operational and market challenges faced by AnBer Trucking Services concerning the unavailability of vehicles due to road regulations, such as plate number coding schemes and limitation of allowed vehicles on the road. The study utilized a case study approach and applied strategic tools such as PESTLE analysis, SWOT, Internal and External Factor Evaluation matrices, and the Grand Strategy Matrix. The analysis revealed that AnBer Trucking Services held a strong competitive position in a growing market, enabling it to pursue aggressive strategies for expansion and operational improvement. Key recommendations included invest in provinces and vehicles, implementing a structured scheduling system, expanding service coverage to nearby provinces, and enhancing digital engagement through social media. The findings concluded that with strategic reinvestment and modernization, AnBer Trucking Services could strengthen its resilience, improve service reliability, and secure long-term growth in the logistics industry.

Keywords: freight transportation; logistics strategy; strategic planning; trucking services; vehicle regulation.

I. Introduction

According to Rouse (2023), The businesses are established with specific goals and aspirations. As they continue to thrive in the market, integration of strategic management becomes essential. It provides a structured and goal-oriented framework to address the risks and challenges that organizations face in their operations.

The study utilized a case study approach, which offers substantial advantages for the company. This method is particularly effective in providing qualitative insights in complex phenomena without restricting the range of variables involved (Bunkar et al.,2024). Additionally, case studies are valuable for identifying unusual conditions that may lead to the development of new ideas. Furthermore, case studies play a vital role in business holistic understanding for it incorporate logistics, regulations, labor, technology, and market perspective. Allows researchers to understand multiple interrelated factors outcomes (Younas & Inayat, 2025).

AnBer Trucking Services was established as sole proprietorship under Mrs. Marivic Mangurali located in Padre Garcia, Batangas City. The trucking service specializes in freight transportation, specialized hauling, and rental services, catering to the logistical needs of clients who depend on the movement of heavy materials, equipment, and bulk goods. It started as a supporting business, aside from actual employment to generate income and provide logistics services in the area. Additionally, AnBer Trucking Services is formally registered with both the Department of Trade and Industry (DTI) and the Bureau of Internal Revenue (BIR). The business operates with a belief that offering efficient cargo and goods

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transportation within the community not only helps meet local logistical demands but also contributes to the economic growth and recognition of the province.

The purpose of this paper is to examine the operational and market challenges faced by AnBer Trucking Services concerning the unavailability of vehicles due to road regulations, such as plate number coding schemes, and limitation of allowed vehicle to the road. These regulations temporarily restrict vehicle access to certain roads, thereby affecting the continuity of business operations. According to Mrs. Mangurali, when a vehicle is affected by such regulations, the company is forced to limit the number of clients it can serve in the province, often resulting in delays in delivery service.

This paper will answer the following strategic questions:

1. What could be the business contingency plan in case of road closures and regulations?
2. Should we consider investing in coding-exempt vehicles (e.g., electric trucks or smaller units)?
3. Are there viable alternative routes that can be utilized to minimize exposure to truck coding restrictions and reduce congestion-related delays?
4. Do road closures and regulatory restrictions hinder the company's availability to expand its target market reach?

II. Research Method

Strategic Management Technique of Collecting Data

A PESTLE analysis is a framework or tool used by marketers to analyze and monitor the macro-environmental factors that have an impact on an organization, company, or industry (Washington State University Libraries, n.d.). By regularly conducting a PESTLE analysis, trucking businesses can better navigate the ever-changing landscape of the transportation industry. It allows them to anticipate shifts in the political and economic climate, minimizing potential risks and costly disruptions. Staying updated on legal and regulatory changes ensures compliance and reduces liability, while attention to technological and social trends empowers companies to innovate and meet evolving customer expectations.

Political Factor

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For AnBer Trucking in the Philippines, tax laws play a critical role in shaping its cost structure, particularly with fuel excise taxes significantly impacting operational expenses. The International Trade Administration (2024) states that in-quota and out-of-quota tariff rates averaged 36.5% and 41.2%, respectively, and have not changed since 2005. Trade restrictions, including import limitations or updated customs processes can reduce shipment volumes in key sectors or cause delays. This has restricted the working hours and even days of a specific truck. Government policies such as the “Build, Build, Build” program benefit AnBer by improving road infrastructure and reducing delivery times, although other initiatives like public transportation reforms may introduce indirect challenges like altered traffic conditions. Improved infrastructure can also help cut transit time for passengers and freight. The developed and yet-to-be-built infrastructures are likely to boost commerce and commercial activity in the Philippines (Dewinta, 2022).

Economic Factor

Navigating inflation, wages, and taxes is essential to staying competitive and financially stable in the Philippine logistics sector. According to PSA (2025) The Philippines is currently experiencing inflation that affects the housing, water, electricity, gas, and other fuels index. When inflation rises, fuel, spare parts, and maintenance costs climb, tightening margins and forcing the company to reassess pricing strategies or optimize routes to maintain profitability. According to Bienvenido Laguesma, wage distortion must be resolved to prevent demoralization among workers (Vicencio, 2024). Wages are another pressure point; as living costs increase, so do employee expectations for higher pay, especially for truck drivers who are critical to operations. Meanwhile, taxes including income tax, VAT, and fuel excise taxes represent a significant share of expenses. CloudCFO (n.d.) explains that tax compliance involves not just paying the correct amount of tax but also adhering to various rules and deadlines for various tax types. Staying compliant with government tax regulations while exploring lawful deductions or incentives becomes crucial for financial health.

Social Factor

A young and growing labor force provides opportunities for recruitment, especially in driver and logistics roles; however, urban migration can lead to driver shortages in rural areas where transport services are still essential (University of Minnesota, n.d.). Population growth and urban expansion also drive demand for goods movement, influencing delivery volumes and routes. NGOs focused on road safety, environmental sustainability, or labor rights can influence public opinion and indirectly affect regulation. Partnerships with NGOs

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might even offer AnBer opportunities for funding sustainable fleet initiatives or joining public campaigns, enhancing the company's social credibility and corporate responsibility (Asfaw et al., 2017). The health and insurance systems in the Philippines impact AnBer's cost management and employee welfare. Providing healthcare coverage and complying with government-mandated benefits such as PhilHealth or the Employees' Compensation Program is essential for attracting and retaining drivers (Querri et al., 2018). Rising healthcare costs and evolving insurance regulations may also require AnBer to revisit its risk management strategies, especially for on-the-road safety and vehicle accident liabilities.

Technological Factor

Embracing new fleet management innovations such as GPS tracking, predictive maintenance, and telematics enables the business to improve delivery efficiency, reduce fuel consumption, and enhance driver safety (Cartrack, n.d.). On the digital side, robust computer systems are essential for AnBer's day-to-day operations. These may include integrated logistics software for inventory tracking, billing, driver scheduling, and real-time delivery updates. Investing in secure IT infrastructure helps prevent data breaches and system downtimes, which can cause costly disruptions (Chut, 2025). Platforms like Facebook, Instagram, and LinkedIn can showcase successful deliveries, highlight fleet upgrades, and share behind-the-scenes stories, all of which help build trust and visibility. Timely responses to inquiries or service updates via social channels can enhance customer service, while targeted ads can help reach new logistics partners or attract driver applicants from specific regions (Ross, 2025).

Environmental/Competitive Factor

The tropical climate of the Philippines, with its frequent rains, typhoons, and flooding, poses challenges to road safety and delivery schedules; hence, AnBer Trucking Services must develop adaptive routing plans and invest in vehicle durability to withstand harsh weather (The Manila Times, 2024). Natural hazards like landslides in mountainous areas or coastal flooding during monsoons can disrupt service routes or cause delays, making real-time weather monitoring a valuable asset (World Bank, 2024). Raw materials also impact the supply chain indirectly. According to Arranza (2024), If prices rise or supplies become scarce such as tires, engine parts, or lubricants fleet maintenance becomes more expensive and potentially less timely. Sourcing affordable and quality materials is critical for keeping trucks road-ready without overspending. When it comes to pollution, AnBer must navigate both environmental responsibility and compliance. Trucks are major

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contributors to air and noise pollution in urban centers, and local governments may impose restrictions such as "truck bans" during peak hours or emission requirements that demand cleaner engines (Triangle Tires, n.d.). By investing in greener technology, like Euro IV or electric vehicles, AnBer can improve sustainability, reduce costs from penalties or regulatory constraints, and appeal to eco-conscious clients.

Legal Factor

Labor laws in the Philippines such as the Labor Code and regulations enforced by the Department of Labor and Employment (DOLE) govern employee working hours, wages, benefits, and workplace safety (Department of Labor and Employment [DOLE], 2025). For AnBer, this means ensuring that truck drivers receive proper compensation, overtime pay, rest breaks, and mandatory benefits like SSS, Pag-IBIG, and PhilHealth. Failing to comply not only risks legal penalties but can also lead to driver dissatisfaction or high turnover rates. Consumer rights affect how AnBer interacts with clients and end recipients. Timely deliveries, safe handling of goods, and transparent pricing are crucial to meeting customer expectations (Department of Trade and Industry [DTI], 2022). If freight is delayed, damaged, or misrouted, AnBer must respond professionally and provide clear remedies, including compensation when applicable. Upholding consumer rights builds trust and can become a competitive advantage in a highly service-driven logistics market (Respicio, 2025). In Batangas City, local ordinances impact trucking operations like those of AnBer Trucking through regulations on truck routes, delivery hours, and zoning restrictions for terminals or depots. Environmental ordinances may also limit emissions or noise in residential zones, while traffic codes set rules for loading, unloading, and road use. Staying compliant helps avoid fines and ensures smooth, city-approved operations.

III. Results and Discussion

1. Basis for IFE

A. Nature and Form of Business

1. Business Name and Address:

The Business, AnBer Trucking Services, located in Cawongan Padre Garcia Batangas, was originally the owner's husband's idea. He noticed that trucking services were in high demand in their province, especially since many of his cousins

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on their father's side were already involved in the trucking industry. Inspired by this, they have decided to give it a try themselves.

The owner reiterated, “At the time, my husband was working as a seafarer, but we realized that his job was not ideal for our family's long-term needs. So, even while he was away for up to nine months at a time, we began managing the business together. During his vacation periods, we would run the business side by side. It was not easy at first, but I supported him every step of the way.”

“We started with just one dropside truck, and over time, we have grown to a fleet of nine trucks. Our services have become especially in demand in the roofing and feed-mill industries. We are now planning to add more units in preparation for his retirement, so he can focus on managing the business.” She added.

Currently, AnBer Trucking Services is not a franchise, and they operate independently. While they do not have formal branches, their trucks serve various areas across the province, effectively expanding their reach.

2. Vicinity Map

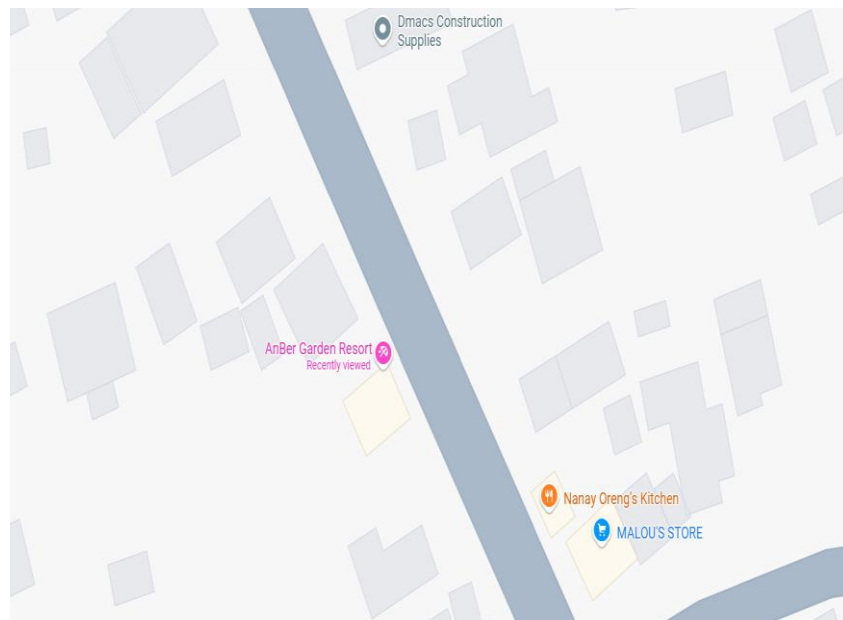


Image 1. Trucking Facilities of AnBer Trucking at Padre Garcia Batangas



Image 2. Google Maps Location of AnBer Trucking

3. Form of Business Organization: The business is Single Proprietorship

B. Vision and Mission Analysis

Vision

To be the leading trucking service provider in our province, trusted for reliability, growth, and community impact.

Mission

Our mission is to deliver dependable and efficient trucking services tailored to the needs of customers in the roofing and feed-mill industries. We serve local markets with a growing fleet of high-quality trucks, using practical and proven technology to ensure safe and timely deliveries. Rooted in a family-driven philosophy, we aim for long-term survival, growth, and profitability by continuously expanding our services and preparing for future transitions, including retirement planning. We take pride in our self-concept as a resilient and adaptive business, built from humble beginnings and strengthened by teamwork and

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dedication. We are committed to maintaining a positive public image by supporting local industries and contributing to the economic development of our province. Our employees are valued partners in our journey, and we strive to provide them with a supportive and respectful work environment that encourages growth and shared success.

VISION/MISSION COMPONENTS	FEU VISION/MISSION
Customers- Who are the firm's customers?	Vision – Lacking Component Mission - "customers in the roofing and feed-mill industries"
Products or services- What are the firm's major products or services?	Vision – "trucking service provider" Mission - "trucking services"
Markets- Geographically, where does the firm compete?	Vision – "in our province" Mission - "local markets"
Technology- Is the firm technologically current?	Vision – Lacking Component Mission - "practical and proven technology"
Survival, growth, and profitability- Is the firm committed to growth and financial soundness?	Vision – "growth" Mission - "long-term survival, growth, and profitability"
Philosophy- What are the basic beliefs, values, aspirations, and ethical priorities of the firm?	Vision – Lacking Component Mission - "family-driven philosophy" and "teamwork and dedication"
Distinctive competence- What is the firm's major competitive advantage?	Vision – Lacking Component Mission - "resilient and adaptive business", "high-quality trucks" and "teamwork and dedication" <input type="checkbox"/>
Public image- Is the firm responsive to social, community, and environmental concerns?	Vision – "trusted" and "community impact" Mission - "supporting local industries" and "contributing to economic development" <input type="checkbox"/>
Employees- Are employees a valuable asset of the firm?	Vision – Lacking Component Mission - "employees are valued partners" and "supportive and respectful work environment"

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C. Marketing and Sales

1. Products and Services: This business provides different services to its clients including Freight Transportation, Specialized Hauling and Rental Services.

2. Target market: The trucking business has formed strategic partnerships with companies primarily engaged in the construction and agriculture sectors. These industries represent the business' core target market, as they require consistent and reliable transportation solutions. The company specializes in freight transportation, specialized hauling, and rental services, catering to the logistical needs of clients who depend on the movement of heavy materials, equipment, and bulk goods. Through these focused service offerings, the business provides tailored support that aligns with the operational demands of its partners. Its commitment to dependable service and industry-specific expertise has positioned it as a trusted logistics provider within its region.

3. Social media sites: This business does not use social media sites for the engagement of their business.

D. Opportunities and Challenges

Opportunities: The trucking business has experienced steady growth due to increasing demand from the construction and agriculture sectors. These industries require consistent and specialized transportation services, which align perfectly with the company's offerings: freight transportation, specialized hauling, and rental services. The business has successfully built partnerships with companies in these sectors, positioning itself as a reliable logistics provider. With a growing fleet and plans for expansion, the company is well-prepared to meet future market needs and capitalize on the continued development of infrastructure and agricultural operations in the region.

Challenges: Despite its growth, the business faces challenges related to compliance with road laws and transportation regulations in the Philippines. Governed by Republic Act 4136, also known as the Land Transportation and Traffic Code¹, trucking operations must adhere to strict vehicle registration, licensing, and safety standards. Navigating these legal requirements can be complex and time-consuming, especially as the fleet expands. Ensuring full compliance is essential to avoid penalties and maintain operational efficiency.



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2. Basis for EFE

2.1 Key External Forces/PESTLE analysis

Political	AnBer Trucking Services is registered with the Bureau of Internal Revenue (BIR) and complies with Philippine business standards. This has also been affected by political aspect in terms of the rules and regulation that is being implemented in the highway of the Philippines The UVVRP, sometimes called the Number Coding Scheme, is a system that bans private vehicles from utilizing Metro Manila roads and some municipal roads during specific weekday hours based on the final digit of their license plate number (LTO, n.a.).This has restricted the working hours and even days of a specific truck.
Economic	Inflation is now affecting the housing, water, power, gas, and other fuels index in the Philippines, according to PSA (2025). This Inflation and high interest rates have affected the business since one of the main raw materials of it is gas. This causes an increase in expenses and a decrease in raw materials.
Social	With a 7.9 percent stake in Agriculture, Forestry, and Fishing (AFF), this Batangas-based company saw the fastest growth of any economy in the region, according to PSA (2022). This has been one of the sources of income of the people. This business does really help them to transport feeds, lumber, and any materials that are needed by the people in that society.



Technological	AnBer Trucking uses technology in terms of the main object of their business, which is the truck itself that is composed of different machines. But this tracking business lacks a strong online presence and digital sales platforms, limiting its market reach as it focuses on only specific trusted companies.
Environmental	Resource availability and climate change can disrupt the trucking business, as this goal is to deliver materials to the company's customers. By this they are having restricted movements in times of calamities.
Legal	Vehicle and driver compliance when it comes to having a professional driver's license can impact a business, as if their driver has no such requirements, they will pay a much bigger penalty that could result in higher expenses. The trucking business ensures compliance with the labor laws to maintain fair wages.

2.3 Michael Porter's Five Forces Model

Rivalry among competing firms: AnBer Trucking business operating in the trucking logistics sector in the Philippines faces intense competition. Due to the country's geographical makeup, with provinces spread across multiple islands logistics services are in high demand, making trucking a highly attractive and essential business. However, this strong demand has also led to market saturation, with numerous regional and national players offering similar services. As a result, the industry experiences moderate to high levels of competitive rivalry, driven by limited differentiation and aggressive pricing strategies among logistics providers.

Bargaining power of suppliers: In the Philippine trucking logistics sector, the bargaining power of suppliers ranges from low to moderate. The limited pool of skilled and experienced drivers increases the demand for competent labor, giving recruitment and labor agencies greater leverage in negotiations. Additionally, the power of truck manufacturers and vehicle lessors is considered moderate due to the limited number of local suppliers. Since the

trucking business requires significant upfront investment in vehicles, and only a few manufacturers such as Isuzu and Foton dominate the market, logistics companies have fewer options, which can affect pricing and terms.

Bargaining power of consumers: The bargaining power of buyers in the Philippine trucking logistics industry is moderate to high, influenced by the growing presence of agricultural cooperatives and e-commerce platforms. Agricultural cooperatives, which often require bulk transport of perishable goods, have significant influence over freight pricing due to their consistent and large-scale demand. Similarly, the expansion of e-commerce platforms has empowered consumers, especially businesses that rely on logistics for delivery, to negotiate better rates. Their price sensitivity, driven by the volume of goods shipped, further elevates buyer power as they seek cost-effective and timely logistics solutions.

Potential entry of new competitors: The trucking logistics industry in provincial areas of the Philippines is experiencing growth, largely driven by the rising demand from the e-commerce sector. This has created moderate to high potential for new entrants, as the industry offers flexibility and increasing accessibility through third-party e-commerce platforms that simplify operations. However, while the ease of entry is improving technologically, new businesses may still face significant challenges in building customer trust and brand credibility—especially in a market where reliability and reputation are key factors in securing contracts and long-term clients.

Potential development of substitute products: The threat of substitute services in the Philippine trucking logistics industry is moderate. While alternatives such as inter-island shipping and air freight exist, they are often more expensive and less accessible, especially for small to medium enterprises. These modes may offer faster delivery times, particularly for long-distance or time-sensitive goods, but the availability of providers offering such services remains limited. Given the country's challenging geography and infrastructure gaps, trucking remains the most practical and cost-efficient option for many businesses, particularly for inland and short-to-medium haul transport.

2.4 Competitive Profile Matrix

The Critical Success Factors are vital for AnBer Trucking Business growth and opportunities. Though all play a crucial part for AnBer, ratings play an important role. Hence, these rankings range from 1-4. Four (4) being the highest and one (1)

being the lowest, which vary based on the level of importance AnBer Trucking Business priorities as follows:

- 4- means having superior importance
- 3- means having above-average importance
- 2- means having average importance
- 1- This means having poor importance

Table No. 1: The Competitive Profile Matrix for The AnBer Trucking Business

Critical Success Factors	Weight	AnBer Trucking Business		SGJB Trucking Services		Jaime Orense Trucking Services	
		Rating (1-4)	Score	Rating (1-4)	Score	Rating (1-4)	Score
Quality of Service	.15	4	.60	4	.60	3	.45
Route Coverage and Network	.10	3	.30	3	.30	3	.30
Regulatory Compliance and Licensing	.10	4	.40	3	.30	3	.30
Driver Quality and Retention	.10	3	.30	3	.30	4	.40
Technology Integration	.10	3	.30	4	.40	3	.30
Customer Service and Reliability	.10	4	.40	4	.40	4	.40
Financial Stability	.10	4	.40	3	.30	3	.30
Employee Satisfaction	.05	4	.20	4	.20	4	.20
Pricing Strategy	.05	4	.20	4	.20	3	.15

Brand Reputation and Trust	.05	4	.20	3	.15	4	.20
Competitive Advantage	.10	3	.30	3	.30	3	.30
Total	1.00		3.60		3.45		3.30

An analysis of the Critical Success Factors (CSFs) reveals that AnBer Trucking Business achieved the highest score at 3.60, driven by excellent ratings in *Quality of Service (4)*, *Regulatory Compliance (4)*, and *Customer Service (4)*. SGJB Trucking Services followed with a score of 3.45, showing strengths in *Technology Integration (4)* and *Pricing Strategy (4)* but slightly lower performance in *Financial Stability (3)*. Jaime Orense Trucking Services scored 3.30, with standout marks in *Driver Quality (4)* and *Customer Service (4)*, though lower ratings in *Pricing (3)* and *Regulatory Compliance (3)* impacted its overall performance. The matrix highlights AnBer as the top performer, with SGJB Trucking Services close behind and Jaime Orense Trucking Services slightly trailing.

3. IFE Matrix, EFE Matrix and SWOT strategy

3.1 Internal Factors Evaluation (IFE) Matrix:

Table No. 3-A: The Internal Factors Evaluation (EFE) Matrix for The AnBer Trucking Business

	STRENGTH	WEIGHT	RATING (1-4)	WEIGHTED SCORE
1.	High rating of the trucking service within the community in Batangas	0.04	4	0.16
2.	Good reputation with customers leading to partnerships	0.06	4	0.24
3.	Employees' performances are outstanding	0.05	3	0.15
4.	Affordable transportation pricing	0.05	4	0.2
5.	Good financial standing	0.04	3	0.12

6.	Flexible and diverse types of trucks	0.04	3	0.12
7.	Low competition in the area	0.06	4	0.24
8.	Effective adaptation of technology in operations	0.06	3	0.18
9.	Specialized service for roofing and feed-mill customers	0.05	3	0.15
10.	family-driven, hands-on management	0.05	3	0.15

WEAKNESSES		WEIGHT	RATING (1-4)	WEIGHTED SCORE
1.	GDP for agriculture in CALABARZON decreased 9.4% in 2021	0.03	2	0.08
2.	Outdated trucks and vehicles	0.07	2	0.12
3.	Dependence on agricultural season	0.04	2	0.10
4.	Vulnerable to weather conditions	0.10	2	0.10
5.	Limited warehouse or parking space	0.03	2	0.08
6.	Limited business partners	0.03	2	0.08
7.	High maintenance costs	0.04	2	0.12
8.	Vehicle plate coding and road policies cause temporary unavailability	0.07	2	0.12
9.	Lack of formal expansion or multiple locations	0.04	2	0.10
10.	Compliance and regulatory hurdles	0.05	2	0.10
TOTAL		1.00		2.71

The Internal Factors Evaluation (IFE) Matrix for AnBer Trucking Services outlines a comprehensive view of the company's internal environment, highlighting both its core strengths and persistent weaknesses. With a total weighted score of 2.70 out of 4.00, the matrix reflects slightly above average internal condition. This indicates that while the company is in a relatively stable and capable position, there remains considerable room for improvement in key operational and strategic areas.

Among the notable strengths are the company's high community rating and good reputation, which foster long-term partnerships and customer trust. Its affordable pricing model and diverse fleet of trucks cater well to various cargo needs, contributing to a competitive advantage, particularly in a region with low industry competition. The company also benefits from strong employee performance and effective adaptation of technology, which enhances operational efficiency and customer service. In addition, AnBer's financial stability, family-driven management style, and specialized service targeting the roofing and feed-mill industries serve as strong pillars supporting continued growth and customer loyalty.

Despite these advantages, the matrix also uncovers several internal weaknesses that require attention. Key issues include the use of outdated vehicles, limited warehouse space, and high maintenance costs, all of which may impact service reliability and cost-efficiency. The company's dependence on seasonal agricultural demand and its vulnerability to weather conditions present recurring operational risks. Moreover, external pressures such as compliance with road regulations and vehicle coding schemes can lead to temporary fleet unavailability, affecting scheduling and delivery performance. AnBer also faces limited business partnerships and lacks geographic expansion, both of which could constrain its market reach and scalability. Finally, the decline in agricultural GDP in the region poses a threat to a segment of the company's customer base.

In conclusion, the IFE Matrix suggests that AnBer Trucking Services possesses a solid foundation in terms of service quality, market positioning, and internal capability. However, the company must proactively address its internal inefficiencies—particularly those related to outdated equipment, spatial limitations, and seasonal reliance—to ensure resilience and long-term competitiveness. Strategic reinvestment in modernization and infrastructure, along with the expansion of partnerships and service coverage, will be vital to enhancing the firm's internal strength and readiness for future growth.

3.2 External Factors Evaluation (EFE) Matrix:

The External Factor Evaluation (EFE) Matrix of AnBer Trucking Business shows the external factors, opportunities, and threats that affect the business. It is an analytical technique related to SWOT Analysis.

Table No 3-B: The External Factors Evaluation Matrix for AnBer Trucking Business

	OPPORTUNITIES	WEIGHT	RATING (1-4)	WEIGHTED SCORE
1.	Growth of agribusiness and manufacturing in CALABARZON	0.06	3	0.18
2.	Development of Road Infrastructure (Highway, Tollway)	0.07	2	0.14
3.	Increasing Demand for Logistics from SMEs and E-commerce (Shopee, Tiktok, Lazada)	0.05	4	0.20
4.	Government Support for MSMEs and Logistics Modernization	0.04	3	0.12
5.	Proximity to Batangas Port for Inter-land Freight	0.05	3	0.15
6.	Rising of Tourism and need for Festivities and Events Logistics (Festivities, Government events)	0.06	4	0.24
7.	Technology Integration (GPS, route maps)	0.03	4	0.12
8.	Good Customer Service will lead to Partnerships with local SMEs and Cooperatives	0.05	4	0.20
9.	Increasing Demand for Cold Chain Services (Perishable goods, pharmaceuticals and frozen goods)	0.05	3	0.15
10.	Investing will benefit the trucking business. Serving wider locations, reaching not only within the province, offering low transportation costs.	0.06	3	0.18

Table No 3-C: The External Factors Evaluation Matrix for AnBer Trucking Business

	THREATS	WEIGHT	RATING (1-4)	WEIGHTED SCORE
1.	Rising Fuel Prices and Taxation (TRAIN law and feud between fuel supplier countries)	0.05	4	0.20

2.	Poor Road Infrastructure and Traffic Congestion	0.04	4	0.16
3.	Truck Band and Local Traffic Regulation	0.04	3	0.12
4.	Shortage of Skilled Drivers	0.03	2	0.06
5.	Competition from Larger Logistics Firms	0.08	3	0.24
6.	Economic Instability and Inflation	0.06	4	0.24
7.	Natural Disasters and Weather Disruptions	0.06	3	0.18
8.	Regulatory Complexity and Compliance Costs. (LTFRB, LTO, LGU requirements fees)	0.05	2	0.10
9.	Maintaining a Long-term Relationship with a Partner SMEs	0.04	3	0.12
10.	Environmental and Emission Regulations (Rules on sustainability urging business to replace older trucks)	0.03	3	0.09
	TOTAL	1.00		3.19

AnBer Trucking Business appears to be in a solid position when it comes to handling external factors, scoring a total of 3.19 out of 4 in its External Factor Evaluation. This means they're doing a good job taking advantage of opportunities and managing threats in the environment. For instance, they're well-placed to benefit from the growth of tourism, the rise of e-commerce platforms like Shopee and Lazada, and building partnerships with local SMEs, all of which earned high ratings. The company is also positioned near Batangas Port, giving it a logistical edge for inter-island shipping.

That said, not everything is smooth sailing. Challenges like rising fuel prices, economic instability, and competition from larger logistics firms are real threats they navigate fairly well. But there are still areas that need more attention—regulatory hurdles, shortage of skilled drivers, and compliance costs are weaker spots that could slow things down if left unchecked.

Overall, the analysis shows that AnBer Trucking Business is not just reacting to changes, it is actively adapting to them. They are tapping into emerging opportunities while staying alert to potential risks, which puts them in a strong position to grow and compete. If they can tighten up those weaker areas, they will be even better prepared for what is ahead.

3.3 SWOT STRATEGY

For AnBer Trucking Business, a SWOT analysis can serve as an effective tool for formulating strategies that support the business in evaluating its internal strengths and weaknesses, as well as external opportunities and threats encountered during operations. Based on the analysis conducted, the following findings were identified:

Strength and Opportunity (SO) Strategies:

1. SO1 Establish a logistic contract or agreement between parties (S2, O3, O6, O8)
2. SO2 Establish of an advanced customer support system through social media platforms (S8, O7, O8)
3. SO3 Expand the service coverage to include new locations (S1, S7, O1, O3, O9, O10)

Weakness and Opportunity (WO) Strategies:

1. WO1 Investing to hybrid trucks and vehicles (W2, W7, O7)
2. WO2 Expand for a new warehouse facility (W2, O3, O4, O9, O10)
3. WO3 Offer services to the government agencies (W6, O4, O6)

Strengths and Threats (ST) Strategies:

1. ST1 Lower Cost by Recruit a senior driver training officer (S1, S3, T4)
2. ST2 Propose a partnership or joint venture with other trucking business (S1, S4, S7, T5)

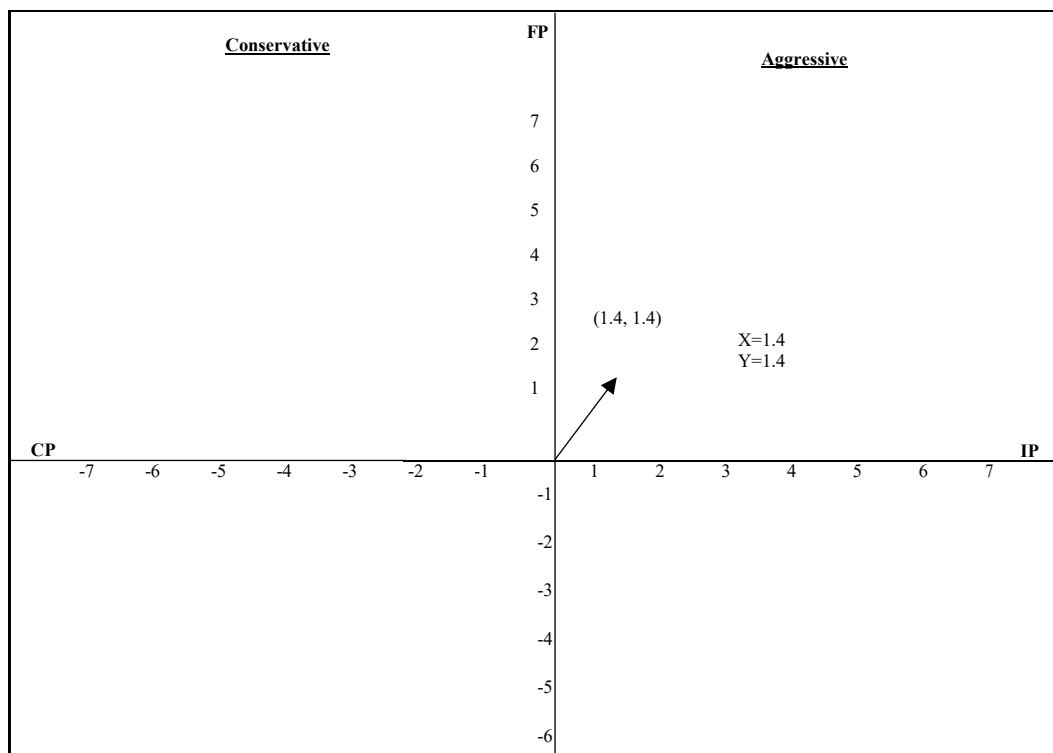
3. ST3 Develop an effective alternative route plan in the operation (S4, S7, T1, T2, T3)

Weaknesses and Threats (WT) Strategies:

1. WT1 Hire a routine inspection or serving vehicles maintenance employee (W7, T10)
2. WT2 Establish a designated operational route for each vehicle, including scheduling of usage and assigned locations (W5, W7, W8, T1, T3, T4, T8)
3. WT3 Publish client feedback and service ratings on social media platforms. (W6, T5, T9)

4. SPACE Matrix, BCG Matrix, IE Matrix and GSM

4.1 Strategic Position and Action Evaluation (SPACE) Matrix



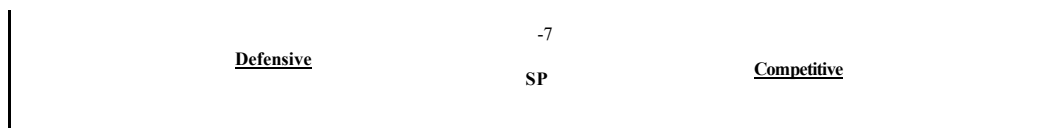


Figure No. 1: Strategic Position and Action Evaluation Matrix for AnBer Trucking

Financial Position (FP)		Stability Position (SP)	
Return on Investments	7	Labor issues	-2
Leverage	6	Natural disaster/Weather	-3
Liquidity	4	Competitive pressure	-2
Working Capital	7	Fuel price volatility	-4
Cash Flow	7	Regulatory/ traffic restrictions	-7
Financial Position (FP) Average	5	Stability Position (SP) Average	-3.6
Competitive Position (CP)		Industry Position (IP)	
Service quality	-2	Industry growth rate	5
Customer loyalty	-2	Customer demand	5
Fleet condition	-3	Government support/policy	4
Driver skills and training	-3	Road infrastructure	4
Operational Efficiency	-5	Profit potential	4
Competitive Position (CP) Average	-3	Industry Position (IP) Average	4.4

Services

Figure No. 2: Strategic Position and Action Evaluation Matrix for AnBer Trucking Services

Based on the External Strategic Position specifically the Financial Position (FP) data of AnBer Trucking Services demonstrates a strong financial performance, particularly on its ROI. Key financial indicators such as Leverage, working capital and its cash flow showed significant results as to the operational service of AnBer, hence its liquidity showed an insignificant low turnover resulting in a Financial Position (FP) average of 5 that shows financial strength.



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Furthermore, the Stability Position (SP) shows an average of -3.6 due to external risks of natural disasters, fuel volatility, road restrictions, while labor issues and competitive pressure scored relatively low, but still significant for the business.

On its competitive position (CP) yielded an average to -3 due to its factors such as service quality, customer loyalty that shows strong competitive position while the factors fleet condition and driver skills and training show moderate weakness, and the operational efficiency shows uncompetitive due to manual dispatching and unoptimized routes.

In contrast, the industry position (IP) attained an average of 4.4, that indicates a favorable growth trucking industry in Batangas and has a high demand for growth potential, such as infrastructure development.

In conclusion, AnBer Trucking Service falls within the Aggressive quadrant of the SPACE Matrix, indicating that the company is well-positioned to pursue a strategic approach that combines both growth initiatives and operational improvements. It is recommended that AnBer maximize the potential of service development and market development, specifically by optimizing delivery routes to enhance operational efficiency and expanding services into new locations to attract high-demand customer segments. Furthermore, the company may also explore other strategies aligned with the Aggressive quadrant to fully leverage its financial and industry strengths.

4.2 Boston Consulting Group (BCG) Matrix

The BCG Matrix is a strategic planning tool that helps businesses evaluate their product or service portfolio based on market growth and relative market share, categorizing them into Stars, Cash Cows, Question Marks, and Dogs (Corporate Finance Institute, n.d.). This framework guides resource allocation by identifying which offerings to invest in, maintain, or phase out, making it especially useful for logistics companies managing diverse service lines (Creately, 2024).



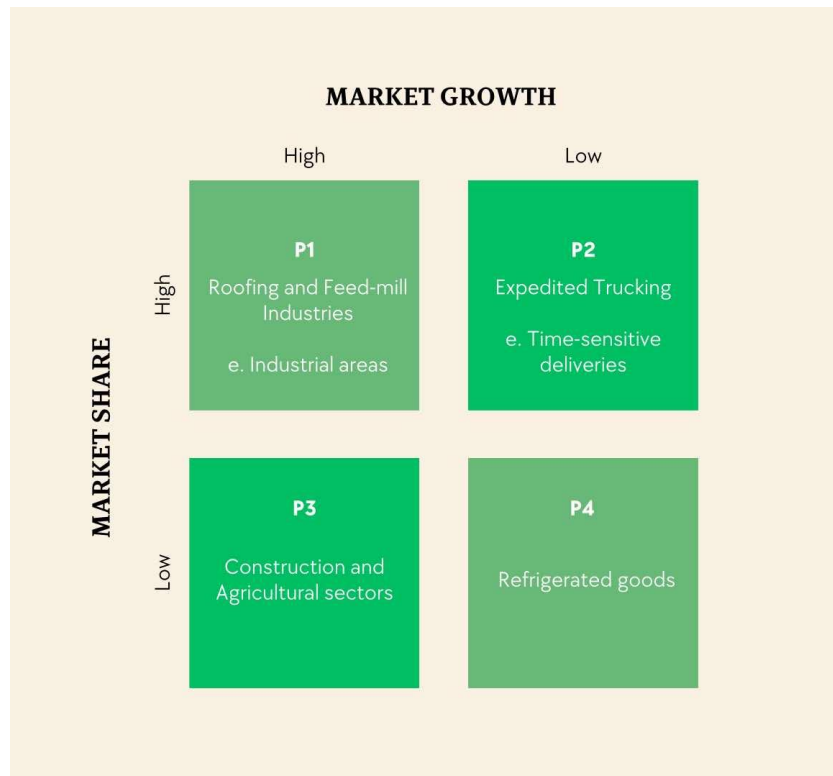


Figure No. 3: Boston Consulting Group (BCG) for AnBer Trucking Services

Expanding the BCG Matrix analysis for AnBer Trucking Services in gives us a deeper strategic view of how its service offerings align with market dynamics and internal capabilities.

AnBer’s high-demand operations in industrial zones like Calabarzon fall under the Star quadrant. These regions are rapidly growing due to manufacturing expansion and infrastructure development, fueled by initiatives like “Build! Build! Build!” (Dewinta, 2022). With a strong market share and increasing logistics demand, the business can capitalize by investing in larger fleets, advanced tracking technologies, and dedicated hubs to solidify dominance and meet rising delivery expectations. Maintaining high service quality here is crucial for long-term growth.



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Services within Batangas City and neighboring towns fall into the Cash Cow category. This area has a relatively stable customer base and predictable delivery patterns, allowing AnBer to generate consistent revenue with minimal additional investment. Streamlining fuel usage, optimizing routes, and maintaining dependable operations helps sustain profitability. These routes may not offer exponential growth, but they provide dependable returns that can fund innovation and expansion in other areas.

The Question Marks quadrant includes emerging services such as cross-island trucking to Visayas and Mindanao. These markets show potential due to rising e-commerce activity and regional development, but AnBer faces stiff competition and higher operational costs including port fees, longer distances, and fluctuating regulatory requirements. Strategic pilot programs, partnerships with local distributors, and targeted marketing could help evaluate viability. If the business achieves differentiation and sufficient market share, these routes could evolve into Stars.

Lastly, Dog services include night-time urban deliveries affected by strict ordinances, particularly in heavily regulated zones such as city centers with truck bans or noise restrictions (Batangas City Government, 2021). These services offer low growth and limited returns. AnBer may consider reconfiguring delivery windows, switching to smaller or eco-friendly vehicles to meet compliance, or phasing out routes that consistently underperform to avoid resource drain.

Altogether, the BCG Matrix helps the business make informed decisions—directing investments toward high-potential markets while managing risks and refining operations in less profitable areas. It's not just a growth guide but a blueprint for balance, resilience, and long-term success in the Philippine trucking landscape.

4.3 Internal-External (IE) matrix

Strategic management involves the careful assessment of both internal capabilities and external opportunities and threats. One of the most effective tools for synthesizing this information is the Internal-External (IE) Matrix, which integrates the results of the Internal Factor Evaluation (IFE) and External Factor Evaluation (EFE) matrix. This matrix provides a visual representation of a company's strategic position and guides decision-makers in selecting appropriate strategies for growth, stability, or retrenchment.

The IE Matrix is structured as a nine-cell grid, divided into three major strategic zones. Quadrants I, II, and IV represent the "Grow and Build" strategies, which are suitable

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for companies with strong internal capabilities and favorable external conditions. Quadrants III, V, and VII suggest a “Hold and Maintain” approach, typically for firms with moderate scores on both axes. Lastly, Quadrants VI, VIII, and IX indicate a “Harvest or Divest” strategy, appropriate for organizations facing internal weaknesses and external threats.

The I-E Matrix for AnBer Trucking Services is provided below:

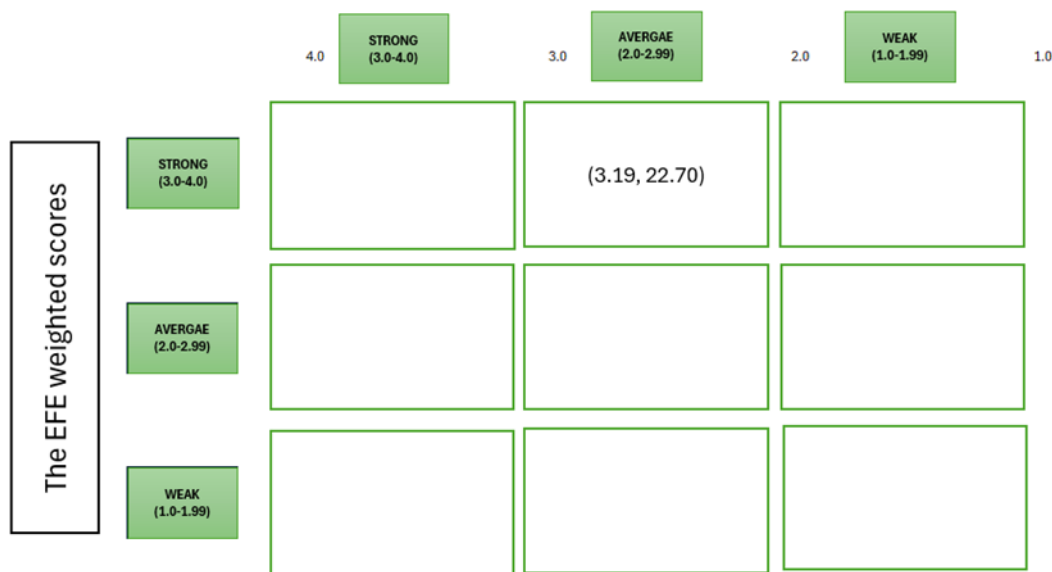


Figure No. 3: Internal-External (IE) Matrix for AnBer Trucking Services

In the case at hand, the company’s IFE weighted score is 3.19, and its EFE weighted score is 2.70. These scores place the company in Quadrant I of the IE Matrix. This quadrant is part of the “Grow and Build” zone, signaling that the company is in a strong position both internally and externally. It possesses the resources, capabilities, and market conditions necessary to pursue aggressive growth strategies.

Given this strategic positioning, the company is well-suited to implementing intensive strategies such as market penetration, market development, and service

development. These strategies aim to increase market share, expand into new markets, and innovate or improve product offerings. Additionally, the company may consider integrative strategies, including forward integration, backward integration, and horizontal integration, which involve expanding control over supply chains, distribution channels, or competitors.

4.4 Grand Strategy Matrix

The Grand Strategy Matrix is a strategic management framework designed to help organizations identify and implement effective strategies based on their market growth and competitive position. This matrix is divided into four quadrants, each representing a unique combination of industry dynamics and internal capabilities. The vertical axis measures market growth, with higher values indicating rapid expansion and lower values suggesting stagnation. The horizontal axis assesses competitive position, where positive values reflect strong market standing and negative values indicate a weaker position.

Companies are placed within one of the four quadrants based on their current strategic profile. Quadrant I includes firms that operate in rapidly growing markets and possess a strong competitive position. These companies are typically industry leaders with robust performance and significant growth potential. Quadrant II represents firms with weak competitiveness in fast-growing markets, while Quadrant III includes those with both weak competitiveness and slow market growth. Quadrant IV comprises firms with strong competitiveness in slow-growing markets.

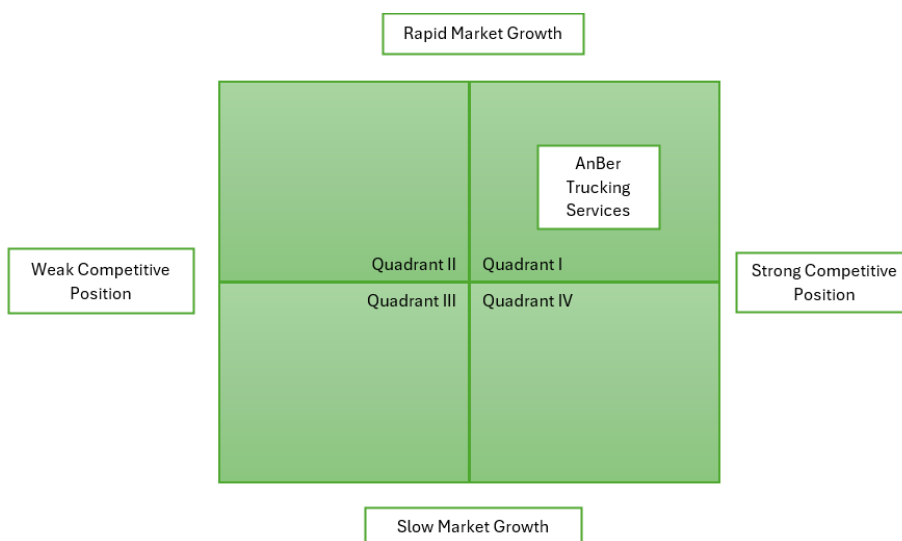


Figure No. 4: Grand Strategy Matrix for AnBer Trucking Services

AnBer Trucking Services is strategically positioned in Quadrant I, signifying that it operates in a rapidly expanding market and maintains a strong competitive edge. This placement reflects the company's solid performance, operational efficiency, and ability to adapt to evolving industry demands. Being in Quadrant I is highly favorable, as it indicates that the company is well-equipped to pursue aggressive growth strategies and capitalize on emerging opportunities.

For companies in Quadrant I, the Grand Strategy Matrix recommends a range of proactive strategies aimed at further strengthening market presence and enhancing operational efficiency. These strategies include Market Development, Market Penetration, Product Development, Forward Integration, Backward Integration, Horizontal Integration, and Related Diversification. Each of these approaches is designed to leverage the company's existing strengths while exploring new avenues for growth.

In the case of AnBer Trucking Services, Market Development could involve expanding into new geographic regions or targeting new customer segments. Market Penetration might focus on increasing market share through competitive pricing, enhanced service offerings, or targeted marketing campaigns. Service development could involve implementing scheduled truck vehicle routes to improve delivery efficiency and reliability. Integration strategies—whether forward, backward, or horizontal—could help streamline operations, reduce costs, and enhance control over the supply chain. Related Diversification may involve branching into complementary services like warehousing, freight brokerage, or fleet management technologies.

In conclusion, AnBer Trucking Services' placement in Quadrant I of the Grand Strategy Matrix highlights its strong strategic position and promising growth trajectory. By pursuing the recommended strategies, the company can continue to build on its success, adapt to market changes, and secure long-term competitive advantage in the logistics and transportation industry.

5. Quantitative Strategy Planning Matrix (QSPM)

The Quantitative Strategic Planning Matrix (QSPM) serves as the primary decision-making tool in analyzing the strategic direction of AnBer Trucking Services. It is designed to objectively evaluate and compare alternative strategies by assessing how effectively each option aligns with the company’s internal strengths and weaknesses, as well as its external opportunities and threats. The QSPM helps determine which strategies are most appropriate and feasible by assigning quantitative scores to each factor. This ensures that not all strategies derived in earlier stages are automatically considered viable, as some may not align with AnBer’s unique internal capabilities and external environment.

Table No 5: The Quantitative Strategy Planning Matrix for AnBer Trucking Services

The QSPM for AnBer Trucking Services is included below:

			Service Development (Implementation of a scheduling system for service truck routes and covered locations)		Market Development (Expanding of service operations through addition of new location coverage)	
	Opportunities	Weight	AS	TAS	AS	TAS
1	Growth of agribusiness and manufacturing in CALABARZON	0.06	3	0.18	4	0.24
2	Development of Road Infrastructure (Highway, Tollway)	0.07	4	0.28	4	0.28
3	Increasing Demand for Logistics from SMEs and E-commerce (Shopee, Tiktok, Lazada)	0.05	4	0.2	3	0.15
4	Government Support for MSMEs and Logistics Modernization	0.04	4	0.16	4	0.16
5	Proximity to Batangas Port for Inter-Island Freight	0.05	4	0.2	4	0.2

6	Rising of Tourism and need for Festivities and Events Logistics (Festivities, Government events)	0.06	3	0.18	4	0.24
7	Technology Integration (GPS, route maps)	0.03	3	0.09	1	0.03
8	Good Customer Service will lead to Partnerships with local SMEs and Cooperatives	0.05	4	0.2	3	0.15
9	Increasing Demand for Cold Chain Services (Perishable goods, pharmaceuticals and frozen goods)	0.05	2	0.1	4	0.2
10	Investing will benefit the trucking business. Serving wider locations, reaching not only within the province, offering low transportation costs.	0.06	2	0.12	4	0.24

			Service Development (Implementation of a scheduling system for service truck routes and covered locations)		Market Development (Expanding of service operations through addition of new location coverage)	
	Threats	Weight	AS	TAS	AS	TAS
1	Rising Fuel Prices and Taxation (TRAIN law and feud between fuel supplier countries)	0.05	2	0.1	2	0.1
2	Poor Road Infrastructure and Traffic Congestion	0.04	4	0.16	3	0.12
3	Truck Band and Local Traffic Regulation	0.04	4	0.16	3	0.12
4	Shortage of Skilled Drivers	0.03	2	0.06	2	0.06
5	Competition from Larger Logistics Firms	0.08	2	0.16	4	0.32
6	Economic Instability and Inflation	0.06	2	0.12	4	0.24
7	Natural Disasters and Weather Disruptions	0.06	2	0.12	3	0.18

8	Regulatory Complexity and Compliance Costs. (LTFRB, LTO, LGU requirements fees)	0.05	4	0.2	4	0.2
9	Maintaining a Long-term Relationship with a Partner SMEs	0.04	2	0.08	4	0.16
10	Environmental and Emission Regulations (Rules on sustainability urging business to replace older trucks)	0.03	4	0.12	4	0.12

			Service Development (Implementation of a scheduling system for service truck routes and covered locations)		Market Development (Expanding of service operations through addition of new location coverage)	
	Strengths	Weight	AS	TAS	AS	TAS
1	High rating of the trucking service within the community in Batangas	0.04	2	0.08	4	0.16
2	Good reputation with customers leading to partnerships	0.06	4	0.24	4	0.24
3	Employees' performances are outstanding	0.05	2	0.1	3	0.15
4	Affordable transportation pricing	0.05	2	0.1	4	0.2
5	Good financial standing	0.04	2	0.08	4	0.16
6	Flexible and diverse types of trucks	0.04	4	0.16	4	0.16
7	Low competition in the area	0.06	2	0.12	4	0.24
8	Effective adaptation of technology in operations	0.06	4	0.24	4	0.24
9	Specialized service for roofing and feed-mill customers	0.05	3	0.15	4	0.2
10	family-driven, hands-on management	0.05	3	0.15	4	0.2

			Service Development (Implementation of a scheduling system for service truck routes and covered locations)		Market Development (Expanding of service operations through addition of new location coverage)	
	Weaknesses	Weight	AS	TAS	AS	TAS
1	GDP for agriculture in CALABARZON decreased 9.4% in 2021	0.03	2	0.06	4	0.12
2	Outdated trucks and vehicles	0.07	4	0.28	4	0.28
3	Dependence on agricultural season	0.04	4	1.6	4	1.6
4	Vulnerable to weather conditions	0.10	2	0.2	4	0.4
5	Limited warehouse or parking space	0.03	4	0.12	2	0.06
6	Limited business partners	0.03	2	0.06	4	0.12
7	High maintenance costs	0.04	4	0.16	2	0.08
8	Vehicle plate coding and road policies cause temporary unavailability	0.07	4	0.28	4	0.28
9	Lack of formal expansion or multiple locations	0.04	4	0.16	4	0.16
10	Compliance and regulatory hurdles	0.05	4	0.2	2	0.1
TOTAL		1.00		7.53		8.66

Based on the overall assessment of AnBer Trucking Services that is subject to an aggressive quadrant, both Service Development and Market Development emerge as equally compelling strategies for achieving intensive growth and operational improvement. It is recommended that the company prioritize route optimization to enhance its truck scheduling system, which is essential for improving operational efficiency. Upgrading its operational routines will not only help minimize service delays but also enable the company to respond

more effectively to the increasing market demand for transportation services. By addressing these areas, AnBer positions itself to remain competitive and potentially become a leading provider in the trucking industry.

Furthermore, the market development strategy of AnBer Trucking Services reflects a strong focus on business growth through expanded market reach. This involves extending service operations beyond the Batangas region to nearby provinces such as Quezon and Cavite. By broadening its geographic coverage, AnBer can position itself as a competitive player in the CALABARZON region, enhancing its visibility and recognition within the trucking services sector.

6. Recommendations, Conclusion and Acknowledgment

6.1 Recommendations:

- 1. AnBer Trucking Services should adopt a well-structured scheduling system for its fleet operations.** One of the significant threats facing the company is road regulations that restrict vehicle access in specific areas previously included in their operational routes. To address this, strategic scheduling can help align delivery times with allowable access windows, minimizing disruptions and ensuring smoother operations.
- 2. AnBer Trucking Services invest in more sustainable and hybrid vehicles that are both eco-friendly and cost-effective.** Utilizing advanced vehicle technologies can significantly reduce operational costs through improved fuel efficiency and lower maintenance requirements. Moreover, these types of vehicles are often exempt from certain road regulations, such as traffic coding schemes and area-based driving restrictions, allowing for more flexible and uninterrupted operations. Transitioning to environmentally conscious vehicle options also positions the company to better adapt to evolving industry standards and technological advancements, thereby enhancing its long-term competitiveness and regulatory compliance.
- 3. AnBer Trucking Services should consider revising or enhancing its vision statement to more clearly incorporate key elements such as customer focus, technological integration, core philosophy, distinctive competencies, and the role of its employees.** While the current mission statement includes the essential components of an effective mission statement, it already resonates a better statement for the business.

(actual): “To be the leading trucking service provider in our province, trusted for reliability, growth, and community impact.”

(proposed): "To serve our provincial customers and become the leading trucking service provider in the region by embracing technological advancement and empowering reliable employees, guided by a philosophy of integrity, sustainability, and customer-focused service."

4. **Focus on building strong, long-term relationships with its clients** by offering service agreements with flexible terms tailored to customer needs. Providing reliable and consistent service is key to earning trust and repeat business.
5. **AnBer Trucking Services should develop a marketing strategy that leverages social media platforms as a key tool for business growth.** This approach, aligned with a **Market Penetration strategy**, aims to deepen engagement with existing clients while attracting new ones by enhancing the company’s online presence. AnBer can significantly boost brand visibility, strengthen customer relationships, and expand its media reach. This low-cost yet high-impact strategy is essential for increasing market awareness and staying competitive in the digital landscape.
6. **AnBer Trucking Services should invest in the regular maintenance and reliability of its fleet by hiring a qualified vehicle mechanical expert.** Having an in-house or on-call mechanic ensures that all trucks are routinely inspected and serviced, reducing the risk of breakdowns and costly repairs. This proactive approach enhances the efficiency and safety of operations, minimizes service disruptions, and extends the lifespan of the vehicles—ultimately contributing to lower operating costs and improved customer satisfaction.
7. AnBer Trucking Services should **focus on developing new markets by expanding its service reach to nearby provinces such as Cavite, Laguna, and Quezon.** This strategic move will enable the company to tap into new business opportunities, establish partnerships with potential clients, and strengthen its market presence across the CALABARZON region. By broadening its geographic coverage, AnBer can enhance its competitiveness, increase market share, and position itself as a leading trucking service provider in the area.
8. **Expand Market Reach Through Strategic Partnerships with Courier Platforms From partnerships with technology-driven courier service platforms such as Lalamove, Transportify, and J&T Express.** These platforms offer advanced

logistics systems and access to a broad customer base, including individuals and SMEs requiring frequent deliveries. Becoming a registered vehicle provider for these platforms is relatively simple and requires minimal entry requirements, making it an ideal low-risk growth opportunity for small trucking companies.

9. **Develop flexible and affordable cargo sizes options.** Introduce a wide new range of transportation services that accommodate different kinds of loads to meet the diverse needs of the customers. Through this **service development**, it enhances customer convenience and positions the business to a more **competitive status** in Batangas.
10. **Engagement in social media marketing through humor or pop- culture inspired content to capture audience attention.** Online engagements through Facebook and Instagram, reels and TikTok for you page can enhance market development and media reach of the business. By regularly posting engaging videos and interactive content tailored for these channels, your business can significantly increase online engagement and brand exposure, drive market development and attract new customers.

6.2 Conclusion

AnBer Trucking Services exemplifies the evolution of a local enterprise responding to logistical needs while navigating regulatory barriers. The strategic integration of management practices is crucial to sustaining and expanding the business amidst road regulations and operational challenges. By leveraging a case study approach, this paper highlights the value of qualitative insight in uncovering complex business phenomena and identifying adaptive strategies. Ultimately, exploring contingency plans, alternative routes, and investment in coding-exempt vehicles is vital for maintaining service continuity and unlocking market growth potential. The company's resilience and commitment to innovation position it not only as a logistics provider but also as a contributor to the region's economic vitality.

6.3 Acknowledgement



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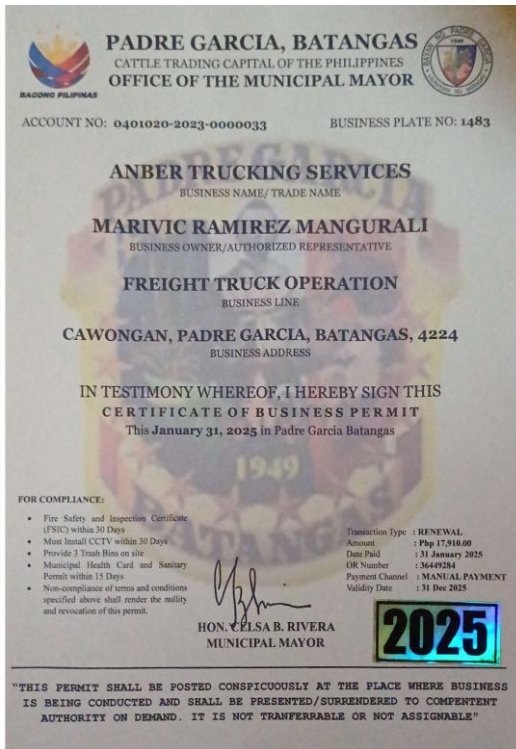
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Appendices:

Photos of Business Permits and Licenses





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Photos of interviews

