



PREPRINTS OF STRATEGIC MANAGEMENT IN BUSINESS ADMINISTRATION

Course Final Output

June - July 2025

Strategic Management Paper for Dimsum Treats - Morayta

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Abstract

This strategic management paper explored the internal and external dynamics of Dimsum Treats – Morayta, a small food enterprise located in University Belt along Morayta, Recto, Manila. Using a holistic case study approach, the paper applied strategic tools such as SWOT, PESTLE, Porter’s Five Forces, EFE Matrix, IFE Matrix, SPACE Matrix, BCG Matrix, IE Matrix and the Quantitative Strategic Planning Matrix (QSPM) to assess the business’s competitive position and formulate actionable strategies. The findings emphasized the business’s strengths in product quality, pricing, and location, while identifying challenges in marketing, delivery systems, and operational efficiency. Strategic recommendations focused on market penetration through food delivery platforms and product development tailored to student preferences, aiming to enhance sustainability and long-term growth.

Keywords: Dimsum Treats; Market Penetration; Product Development; Strategic Management.

I. Introduction

In the business world, strategic management is a valuable tool that supports overall success. According to David, David, & David (2019), strategic management involves planning, executing, and reviewing key decisions to help a company achieve its goals. It integrates various areas such as marketing, finance, management, and production to work toward organizational success. At the executive level, it also involves using resources effectively across different products and locations to maintain a competitive edge.

The approach used in this study is a single-case, holistic study design. This method allows for an in-depth exploration of the business, creating a focused and enclosed system to capture internal strategies, market positioning, and the dynamic role of operations within the business’s complexity. Research shows that a holistic design is particularly effective when analyzing unit-level strategies, customer engagement, and competitive tactics. These elements interact to shape strategic outcomes and add value to the organization. This approach enables a systematic understanding of key components such as leadership, stakeholder engagement, and competitive strategies, while also capturing their interrelationships (Hollweck, 2015). It is especially suitable for small to medium enterprises like Dimsum Treats, as contextual inputs can lead to a more structured understanding and support practical recommendations (Gaya, Struwig, & Smith, 2013).

The subject of this strategic management paper is Dimsum Treats Morayta, a small food business operating under Super Steaming Food Corporation, located in 1995, G/F JPD Building, CM Recto corner Nicanor Reyes Street, Sampaloc, Manila. The business is officially registered with the City Government of Manila, the Securities and Exchange

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Commission (SEC), and the Bureau of Internal Revenue (BIR). It operates as a franchise owned by Cherry Sioco and Anna Chan, with daily operations managed by Branch Manager Mary Malayan. Dimsum Treats Morayta offers a wide variety of dimsum meals, catering to a diverse customer base in the area.

This strategic management paper aims to assess the organization's current strategic position and recommend feasible strategies to enhance its sustainability and long-term competitiveness. By applying strategic management theories and frameworks to real-world business challenges, the paper seeks to provide deeper insights into how businesses can align internal strengths with external opportunities and threats.

To guide the analysis, this paper will address the following strategic management questions:

1. What strategies need to be strengthened to help the business meet its objectives?
2. What challenges does the business encounter?
3. What strategies or approaches does the business use to address these challenges?

By exploring these questions and evaluating potential solutions, the paper aims to offer recommendations that support sustainable growth and improved operational efficiency.

II. Research Method

One strategic management tool that helps with data collection is the PESTLE Analysis. This tool allows businesses to examine external factors that may impact their operations, including Political, Economic, Social, Technological, Legal, and Environmental aspects. By analyzing these areas, organizations can develop better responses to external challenges, which can lead to long-term success and help establish a competitive advantage (Belsare, 2025).

Business strategies are influenced by political forces, including local, state, and federal laws, which affect industries through compliance costs and operational constraints, tax legislations, and the political conditions in the country. As for the Dimsum Treats, it conforms with Philippine business regulations, being a registered business, and aligns its strategies to comply with laws, such as labor standards, health and sanitation, and environmental regulations. Furthermore, it is registered with the Bureau of Internal Revenue,

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which establishes it as a legitimate and reputable business. Maintaining regulatory compliance, building trust within the business ecosystem, and ensuring policy adherence within SMEs are all critical to their viability and success (Akang, 2024). Tax policies and regulations are also crucial to a business as they protect the business against legal consequences and penalties and enhance the good standing and reputation of a business. Tax compliance and effective tax planning are important for a business as they maintain tax liability, improve cash flow, and preserve the competitiveness of the establishment (Elumilade et al., 2022).

By analyzing and understanding the economic environment of the organization for strategic management of operations, three significant economic factors take part which are inflation rate, interest rate, and consumer confidence. Firstly, the inflation rate affects the purchasing power of the customers and the cost to produce the products directly. For a food chain such as Dimsum Treats located in Morayta, Manila; the continuous rise of the inflation rate can affect the increase of the costs of ingredients which may also affect the prices of products. This leads to putting pressure on profit margins unless the organization acts on creating strategies in their pricing wherein, they may adjust according to the rising inflation (Makos, 2024).

Social factors such as demographic trends, consumer attitudes toward product quality, and customer service can impact consumer decisions (David, David, & David, 2019). Age can be a factor that drives consumer behavior. For instance, the younger generation likes the flavor of dim sum, which they can get locally, over the older population, who are more interested in homemade dumplings. This is supported by a study conducted by Meena (2018), as cited by Rodrigues et al. (2021) demonstrates how the younger generation is exposed to a variety of commercial stimuli that influence their decisions, causing them to develop a preference for one good or service over another. Consumer attitude towards product quality and customer service also has a potential impact on the business. According to Adriani et al., (2022), to stay in business and gain more customers, a company must strive to maintain service quality by meeting customer demands for the services they receive. This is evident in Dimsum Treats, which consistently delivers high-quality products and prioritizes customer satisfaction by meeting consumer needs through excellent service.

According to David, David, & David (2019), technology plays a role in strategic management as it allows growth. Through its understanding, it could help organizations with their overall competitive advantage. First, digital payment systems. Digitization has revolutionized the payment system, transforming paper and coin transactions into secure,

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fast, and convenient digital or E-Payments (Ghosh, 2021). Second, food delivery apps where food delivery has evolved from once ordering via telephone to now through a web page or mobile application. This benefits both consumers and businesses, where consumers save a great amount of time, and for businesses, they can target new customers (Ramesh et al., 2021). The use of digital technologies and media as a way of marketing. Digital marketing is a strategy to reach their target market and overall impact the competitiveness of a company. With the use of social media, online branding, and online advertisement, these can impact a company's competitiveness (Singh et al., 2022).

An effective strategic analysis of the business environment must consider key competitive forces that shape market dynamics. Based on the Porter's Five Forces framework, there are three particularly influential factors which play a role in the intensity of rivalry among existing competitors, and these are the threat of new entrants, and the bargaining power of buyers (David, David, & David, 2019). Rivalry that exists within the environment of Dimsum Treats is mainly created due to the heavy foot traffic in food chains, popularity of fast-food restaurants, and other similar dining spots that interest the target market, primarily the students, reviewees, and employees within the area. The saturation of people within the vicinity of the organization escalates the competition between food chains, which adds pressure to small businesses to adapt into the market by innovating their menu and improving the quality of their service.

Local and state law are considered important factors as they could have a major impact on the strategies of an organization (David, David, & David, 2019). Pertinent legal factors that should be taken into consideration are the following: Labor Laws, Food Safety Regulations, and the Consumer Act of the Philippines. First, Labor law ensures workplace safety and health through the establishment of legal frameworks, standards, and regulations. The purpose is for the overall protection of the well-being of employees (Singh, 2023). Second, food safety regulations are set in place to be able to shape consumer confidence in the safety and quality of food products that an establishment serves. With stricter regulations, trust levels of consumers increase (Adams, 2024). Last, the Consumer Act, where the general welfare of consumers is upheld. It embodies state policy on the protection of consumers and establishes standards of conduct for business and industry in the country. Through this, one is protected against any hazards to health and safety, protected against any deceptive, unfair, and unconscionable acts and practices, and rights and means of redress (Melad et al., 2023).

III. Results and Discussion

1. Basis for IFE

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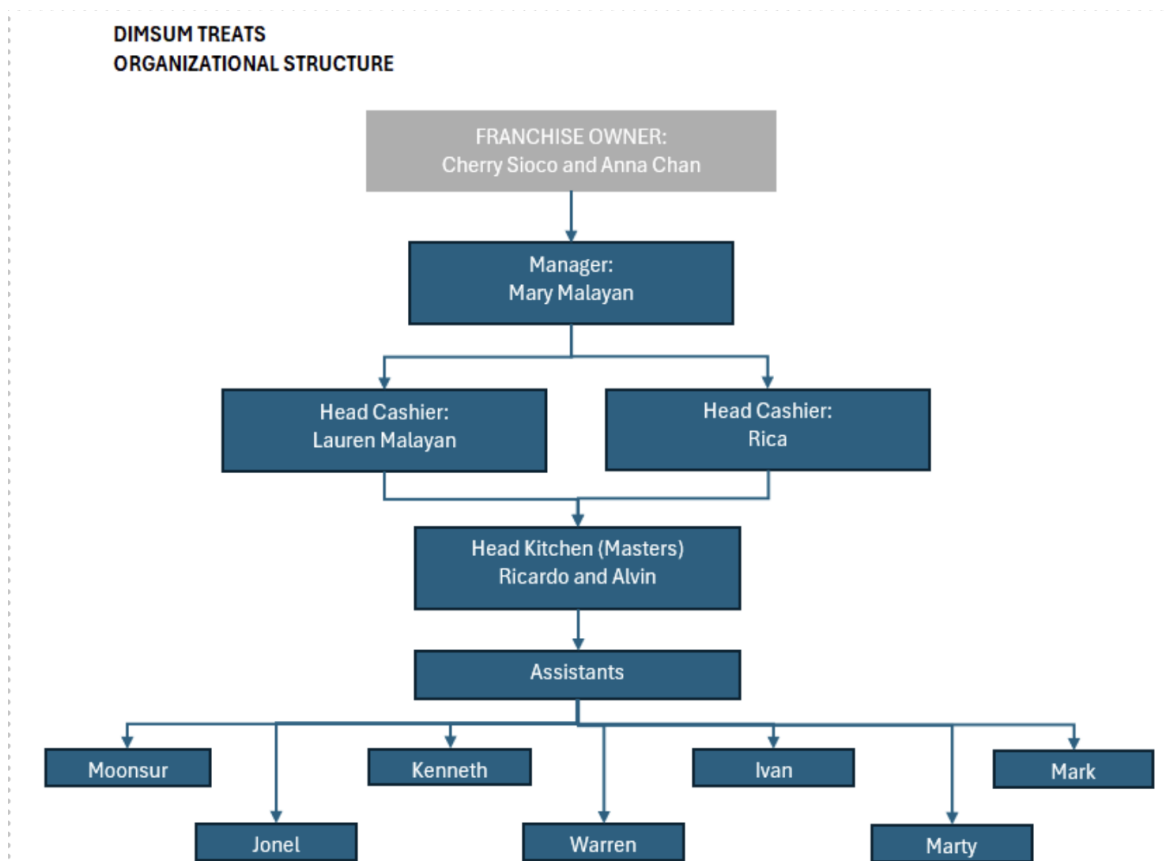


A. Nature and Form of Business

Dimsum Treats operates under the corporation Super Steaming Food Corporation and is franchised by Cherry Sioco and Anna Chan. The Morayta Branch is managed by Mary Malayan. Supporting her are Head Cashiers Lauren Malayan and Rica. The kitchen operations are led by Head Kitchen Masters Ricardo and Alvin. Assisting the team are Moonsur, Jonel, Kenneth, Warren, Marty, Ivan, and Mark.

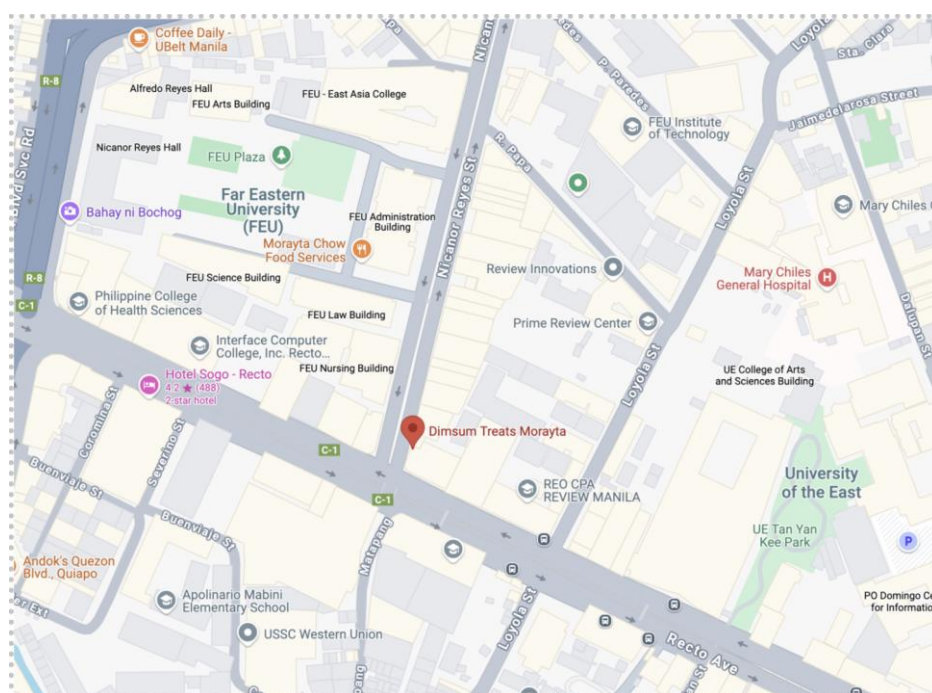
Organizational Structure

Figure 1: Organizational Structure of Dimsum Treats – Morayta



Vicinity Map

Figure 2: Location Map of Dimsum Treats - Morayta



B. Vision and Mission Analysis

Vision: "To be the leading provider of authentic, affordable dimsum—bringing comfort, culture, and convenience to students, review center attendees, and professionals across Manila’s thriving academic and professional communities."

Mission: "Dimsum Treats Morayta is committed to serving freshly made, affordable dimsum and Asian comfort food to students, review center attendees, and professionals in Manila. We offer fast, friendly service using modern kitchen technology to ensure quality and efficiency. Our goal is sustainable growth through customer satisfaction, employee development, and community engagement. Guided by our values of integrity, inclusivity, and excellence, we take pride in our unique flavors, strategic location, and dedication to creating a positive impact on both our customers and the environment."

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Table 1: Vision / Mission Statement Analysis for Dimsum Treats - Morayta

VISION/MISSION COMPONENTS	FEU VISION / MISSION
Customers – Who are the firm’s customers?	Dimsum Treats – Morayta serves students, review center attendees, and professionals in Manila.
Products or services – What are the firm’s major products or services?	The business is committed to serving freshly made, affordable dimsum and Asian comfort food.
Markets – Geographically, where does the firm compete?	It operates across Manila’s thriving academic and professional communities
Technology – Is the firm technologically current?	The business uses modern kitchen technology to ensure quality and efficiency.
Survival, growth, and profitability – Is the firm committed to growth and financial soundness?	Its goal is sustainable growth through customer satisfaction, employee development, and community engagement.
Philosophy – What are the basic beliefs, values, aspirations, and ethical priorities of the firm?	Business is guided by values of integrity, inclusivity, and excellence.
Distinctive competence – What is the firm’s major competitive advantage?	Dimsum Treats – Morayta takes pride in their unique flavors, strategic location, and dedication to creating a positive impact.
Public image –Is the firm responsive to social, community, and environmental concerns?	Dimsum Treats – Morayta is dedicated to creating a positive impact on both customers and the environment.
Employees – Are employees a valuable asset of the firm?	Employee development is a priority: “sustainable growth through customer satisfaction, employee development, and community engagement.”

C. Marketing and Sales

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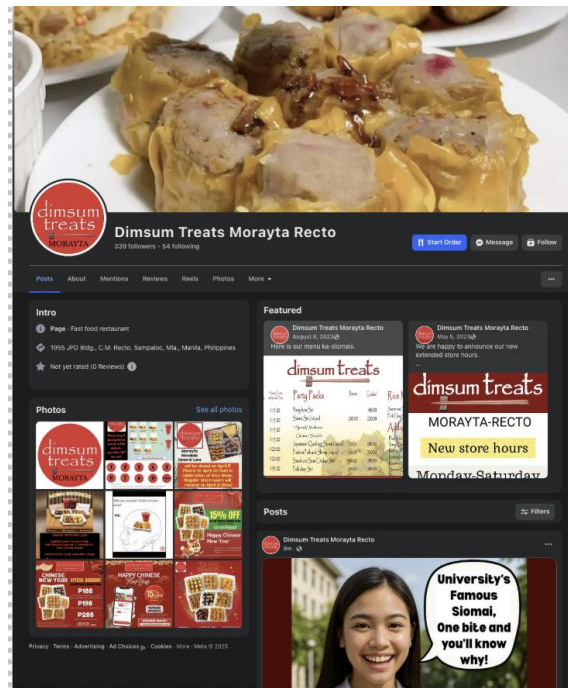


Dimsum Treats Morayta operates within the food industry, offering a variety of quality homemade dimsum products such as fried sharksfin, special siomai, meaty mushroom, Japanese siomai, pork and quail egg siomai, and premium pork and quail egg siomai. The business is also known for its yangchow rice, a fried rice dish with pork chorizo, eggs, and vegetables. Established in 2023, the business has been operating for two years and currently has 15 branches across Metro Manila. Its main branch is located in Dapitan. Since the company does not offer online delivery services or maintain an active Facebook profile, it primarily caters to dine-in and takeout customers. The business targets students, office employees, and review centers in the vicinity of Far Eastern University, Manila.

Facebook Link: <https://www.facebook.com/profile.php?id=100090147003679>

Social Media Site: Facebook Page of Dimsum Treats – Morayta

Figure 3: Facebook Page of Dimsum Treats – Morayta



Business Name and Logo

Figure 4: Business Logo of Dimsum Treats – Morayta

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Menu of Dimsum Treats – Morayta

Figure 5: Menu of Dimsum Treats – Morayta

	Dimsum Only	Plain Rice with Iced Tea	Yang Chow with Iced Tea
Siomai			
Special Siomai	60.00	105.00	125.00
Meaty Mushroom Siomai	60.00	105.00	125.00
Chinese Chicken Siomai	60.00	105.00	125.00
Sharkfin Dumpling	60.00	105.00	125.00
Japanese Siomai	65.00	110.00	130.00
Pork & Quail Egg Siomai	65.00	110.00	130.00
Premium Pork and Shrimp	85.00	130.00	150.00
Rice Meals			
* Pork Chop Meal		135.00	155.00
Party Packs			
	Frozen	Cooked	
Yangchow Set		140.00	
Siomai Set (16pcs)	220.00	240.00	
* Special / Mushroom / Chicken / Sharkfin			
Japanese / Quail egg Siomai (16pcs)	240.00	260.00	
Premium Pork and Shrimp (16pcs)	320.00	340.00	
Pork Chop Set	340.00	360.00	
Add-ons			
Plain Rice	15.00		
Yang Chow	35.00		
		Red Iced Tea	30.00
		Lemon Iced Tea	30.00

D. Opportunities and Challenges



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Opportunities:

Dimsum Treats - Morayta presents a range of opportunities for growth and consumer interaction. Expanding by opening another branch can help reach new markets and increase brand visibility, especially in areas with growing food businesses. Boosting social media presence, such as creating a Facebook page, can significantly enhance brand awareness and customer engagement. Offering customer loyalty benefits, such as rewards programs or exclusive deals, encourages repeat visits and builds a strong customer base. Discount promos can attract new customers and boost sales during off-peak hours or special occasions. Introducing low-cost add-ons including “10 Php rice and 30 Php iced tea,” or combo upgrades can increase average order value while giving customers more choices. Adopting eco-friendly packaging not only appeals to environmentally conscious consumers but also aligns the business with sustainable practices, enhancing its public image. Lastly, strict compliance with health and safety regulations ensures customer trust and operational integrity, which are essential for long-term success in the food industry.

Challenges:

Dimsum Treats-Morayta, while promising, faces several threats that can impact its stability and growth. One major concern is the improper handling of raw materials by suppliers, which can compromise food quality and safety, leading to health risks and reputational damage. A shortage of supply, whether due to logistics issues or market disruptions, can hinder operations and customer satisfaction. The food industry is highly competitive, with numerous businesses vying for consumer attention, making it challenging to stand out. Sales may also be affected during semester breaks or holidays since most of their target market are students. Additionally, negative feedback reviews can quickly spread online, affecting public perception and deterring potential customers. The student market’s price sensitivity means that even slight price increases can lead to reduced patronage. Loyal customers may decline over time due to changing preferences or better offers from competitors. Lastly, non-compliance with sanitation and safety food protocols can result in penalties, closures, and loss of customer trust, posing a serious threat to business continuity.

2. Basis for EFE

2.1 Key External Forces/PESTLE analysis

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Table 2: The PESTLE Analysis for Dimsum Treats – Morayta

Political	Business strategies are influenced by political forces, including tax legislation and government regulations. The business conforms with Philippine business regulations and aligns its strategies to comply with laws, such as labor standards, health and sanitation, and environmental regulations. Furthermore, it is registered with the Bureau of Internal Revenue, which establishes it as a legitimate and reputable business. Maintaining regulatory compliance, building trust within the business ecosystem, and ensuring policy adherence within SMEs are all critical to their viability and success (Akang, 2024). Tax policies and regulations are also crucial to a business as they protect the business against legal consequences and penalties and enhance the good standing and reputation of a business. Tax compliance and effective tax planning are important for a business as they maintain tax liability, improve cash flow, and preserve the competitiveness of the establishment (Elumilade et al., 2022).
Economic	Filipino consumers in Metro Manila, where the establishment is located, are an emerging people from the upper to middle class, estimated at least 18 to 20 million who average spend 20% of their budget dining out of their homes. In addition, people who work in the Business Process Outsourcing (BPO) sector have a substantial workforce that also supports dining out of their offices. The trend of dining out increases the benefits of food chains such as Dimsum Treats, which can cater to the preferences of customers who seek more convenient and cheaper options when it comes to dining out (Statista, 2025).
Social	Social factors such as demographic trends and cultural norms can impact consumer decisions. Age can be a factor that drives consumer behavior. For instance, the younger generation likes the flavor of dim sum, which they can get locally, over the older population, who are more interested in homemade dumplings. This is supported by a study conducted by Meena (2018), as cited by Rodrigues et al. (2021) demonstrates how the younger generation is exposed to a variety of commercial stimuli that influence their decisions, causing them to develop a preference for one good or service over another.
Technological	With the advancement in technology, it is necessary that a business takes it to their advantage. First, digital payment systems. Digitization

	<p>has revolutionized the payment system, transforming paper and coin transactions into secure, fast, and convenient digital or E-Payments (Ghosh, 2021). Second, food delivery apps where food delivery has evolved from once ordering via telephone to now through a web page or mobile application. This benefits both consumers and businesses, where consumers save a great amount of time, and for businesses, they can target new customers (Ramesh et al., 2021). The use of digital technologies and media as a way of marketing. Digital marketing is a strategy to reach their target market and overall impact the competitiveness of a company. With the use of social media, online branding, and online advertisement, these can impact a company's competitiveness (Singh et al., 2022).</p>
Environmental	<p>Climate change impacts food chains through the control of crop yields and accessibility of raw materials to produce dim sum. Uncontrollable events such as extreme weather and shifting climate patterns that happen in the Philippines can gravely affect and disrupt the sourcing of raw materials, which can lead to increased costs for produce and other materials. In addition, the business's location, which is in Recto, Metro Manila, generates a significant amount of food waste daily. The food waste that the food chains, such as Dimsum Treats, dispose of contributes to the emission of a powerful greenhouse gas that aggravates climate change, hence methane emissions. Food chains that emit these kinds of greenhouse gases need efficient food waste management due to the fact that it is critical for the reduction of environmental impact and compliance with environmental laws (Cos, W., n.d.).</p>
Legal	<p>Pertinent legal factors that should be taken into consideration are the following: Labor Laws, Food Safety Regulations, and the Consumer Act of the Philippines. First, Labor law ensures workplace safety and health through the establishment of legal frameworks, standards, and regulations. The purpose is for the overall protection of the well-being of employees (Singh, 2023). Second, food safety regulations are set in place to be able to shape consumer confidence in the safety and quality of food products that an establishment serves. With stricter regulations, trust levels of consumers increase (Adams, 2024). Last, the Consumer Act, where the general welfare of consumers is upheld. It embodies state policy on the protection of consumers and establishes standards of conduct for business and industry in the country. Through this, one is protected against any hazards to health and safety, protected against any</p>

deceptive, unfair, and unconscionable acts and practices, and rights and means of redress (Melad et al., 2023).

2.3 Michael Porter's Five Forces Model

1. Potential Entry of New Competitors

New competitors pursuing the dimsum business pose a threat to Dimsum Treats, since entering the dimsum industry is relatively easy. New competitors are encouraged to enter the market by the availability of commercial spaces in malls, food parks, and pop-up locations, as well as the comparatively low startup costs for food stalls and small restaurants. Government policies toward food startups are frequently lenient and supportive, which further lowers entry barriers, even though compliance with fundamental legal and regulatory requirements is required. Furthermore, newcomers can reach a large customer base without a physical storefront thanks to easily accessible and reasonably priced distribution channels offered by contemporary food delivery platforms like GrabFood and Foodpanda. For established companies like Dimsum Treats, the threat of new competitors is greatly increased by this ease of entry and the rising popularity of online meal ordering.

2. Bargaining Power of Consumers

The presence of competitors in the area, such as fast-food chains and other similar restaurants, will hinder the ability of consumers to choose Dimsum Treats. Customer preferences will also influence their choices. This covers their preferences, product experiences, and product's distinctiveness. Additionally, price-sensitive consumers are more likely to choose an alternative. However, this will also depend on their target market. For instance, students will choose a cheaper product compared to an income earner. Product promotions and offerings, including buy one, get one promos and discounts, will increase the demand for the product. Lastly, food review apps, such as YouTube vlogs, TikTok reviews, and Google reviews, will help the consumer to be informed about the product a business offers, increasing their knowledge about the alternatives.

3. Bargaining Power of Suppliers

Standardized ingredients used in the food preparation: The ingredients typically found in the food that Dimsum Treats offer are easily found and widely

available in the market. This reduces supplier influence and makes it easy to find other suppliers. Flexibility to switch suppliers: Many suppliers would provide the same goods. In cases where they backed down, it would be simple to find others. Rising Prices or deteriorating quality: When prices of goods increase or goods are of deteriorating quality, there is the ability to find suppliers who would sell them at a lower price and of good quality.

4. Potential Development of Substitute Products

There are various substitute products available in the market, such as street foods like Fish Balls, Squid Balls, and Lumpia Shanghai. With these being available, there would be a tendency for consumers to lean more towards substitute products. When looking at the prices of substitute products, they are like the prices of foods that Dimsum Treats offers. However, some do have a price advantage, providing cheaper products to their customers. Third, due to the tendency of consumers, there is a possibility that they would be keen on discovering substitute products, and there is a risk that they would prefer them.

5. Competitive Rivalry among existing businesses

Dimsum Treat's level of rivalry is imminent due to the reason that the food and beverage industry in Metro Manila is highly saturated, with competitors ranging from online sellers on Facebook Marketplace, TikTok, etc., up to large fast-food chains and high-end restaurants like Chowking, HapChan, and Din Tai Fung. In addition, brand loyalty is moderate to low, while some customers remain loyal to only one food chain, many dim sum customers are price sensitive and prefer trying new options and exploring which dim sum restaurants are more affordable and offer new flavors.

Table 3: The Michael Porter's Five Forces Model Analysis for Dimsum Treats – Morayta

Factors	Details
Potential Entry of Potential Competitors	Moderate to High: Heightened opportunity for others to enter the food business due to low entry barriers and rising popularity of online meal ordering.
Bargaining Power of Consumers	Moderate to High: Customer preferences and price-sensitive consumers will likely influence customer choices.

Bargaining Power of Suppliers	Low to Moderate: Standardized products that are easily available in the market, with many suppliers present, reducing dependency.
Potential Development of Substitute Products	Moderate to High: Many substitute products with cheaper prices, with keen consumers wanting to try those.
Competitive Rivalry among existing businesses	High: The Food and Beverage sector in Metro Manila is highly saturated, meaning the number of competitors is high.

2.4 Competitive Profile Matrix

The Competitive Profile Matrix is a tool that helps reveal how a business compares to its major competitors across various critical success factors. The essential success factors enumerated below include points of competitive advantage as well as other factors that are crucial for the firm to be able to succeed within the industry. The ratings are based on how effectively the business responds to the critical success factors:

- 4 = Response is superior
- 3 = Response is below average
- 2 = Response is average
- 1 = Response is poor

Table 4: Competitive Profile Matrix of Dimsum Treats - Morayta

Critical Success Factors	Weight	Dimsum Treats		Angkong Dimsum House		Paotsin Asian Specialities	
		Rating	Score	Rating	Score	Rating	Score
Price Competitiveness	0.20	4	0.80	4	0.80	3	0.60
Good Product Quality	0.15	4	0.60	3	0.45	3	0.45
Technological Penetration	0.15	3	0.45	2	0.30	3	0.45
Helpful Customer Service	0.10	3	0.30	3	0.30	3	0.30
Strategic Location Planning	0.10	4	0.40	2	0.20	2	0.20
Customer Loyalty	0.10	2	0.20	2	0.20	2	0.20
Market Penetration	0.05	3	0.15	3	0.15	3	0.15
Employee Satisfaction	0.05	3	0.15	3	0.15	3	0.15
Financial Stability	0.05	3	0.15	3	0.15	3	0.15
Advertising	0.05	2	0.10	2	0.10	2	0.10
Total	1.00		3.35		2.85		2.75

This Competitive Profile Matrix evaluates Dimsum Treats alongside key competitors within the same industry—Angkong Dimsum House and Paotsin Asian Specialities. Based on the analysis, Dimsum Treats outperformed both businesses with a total weighted score of 3.35, compared to 2.85 for Angkong Dimsum House and 2.75 for Paotsin Asian Specialities. The highest contributing factors to Dimsum Treats score include Price Competitiveness, Product Quality, and Strategic Location Planning, indicating strong performance in areas critical to customer satisfaction and market reach. Conversely, lower scores in Customer Loyalty and Advertising suggest areas where strategic improvements could further enhance competitiveness. Despite the variation in scores, all critical success factors—whether strengths or weaknesses—should be considered in future planning to maintain and strengthen the business’s competitive advantage.

3. IFE Matrix, EFE Matrix and SWOT strategy

3.1 Internal Factors Evaluation (IFE) Matrix:

Strengths are internal resources and qualities that separate a company from its competitors. Hence, Weaknesses are factor that company lacks where competitors have a competitive advantage against them.

Table 5-A: The Internal Factors Evaluation Matrix for Dimsum Treats – Morayta

	Strengths	Weight	Rating	Weighted Score
1.	High-Quality Dimsum — Evidenced by consistent positive customer feedback regarding taste and food presentation.	0.06	4	0.24
2.	Unique Dimsum Recipe — Produced in a dedicated commissary using homemade techniques and original formulations, ensuring consistent quality and distinctiveness compared to mass produced dimsum.	0.06	4	0.24
3.	Standardized Operational Procedures — Well-crafted serving and preparation protocols documented in manuals and consistently followed by staff to ensure	0.05	3	0.15

	uniform customer experience and operational efficiency.			
4.	Competent Workforce — Staff roles and responsibilities are clearly defined in operational manuals, and all employees undergo structured training programs prior to their official start date to ensure readiness and alignment with company standards.	0.05	3	0.15
5.	Student-Friendly Pricing — Menu items are priced between ₱60–₱155, offering affordable options for students while maintaining high standards of quality and portion size.	0.06	4	0.24
6.	Strategic and Accessible Location — The establishment is situated near major universities and review centers, ensuring high visibility and convenience for its primary target market of students and young professionals.	0.06	3	0.18
7.	Excellent Customer Service — Consistently praised by customers for fast service times and friendly, approachable staff, contributing to a positive and welcoming dining experience	0.05	3	0.15
8.	Strong Commissary Relationship — The company maintains a well-coordinated partnership with its dedicated commissary, ensuring streamlined production and consistent quality control to support daily operations and uphold product standards.	0.04	3	0.12
9.	Resilience During Off-Peak Seasons — The business sustains stable sales performance even during low-demand periods such as holidays and summer vacations, demonstrating its ability to attract and retain customers beyond its core student market.	0.05	3	0.15

10.	Flexible Menu Options — The business offers a wide variety of dimsum selections, allowing customers to choose from multiple flavors, fillings, and combinations that cater to different tastes and dietary preferences.	0.05	3	0.15
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Table 5-B: The Internal Factors Evaluation Matrix for Dimsum Treats – Morayta

	Weaknesses	Weight	Rating	Weighted Score
1.	Limited number of employees - due to labor cost management, it serves as a cost-control measure to manage labor expenses and sustain operations within the tight profit margins typical of the quick-service restaurant industry.	0.05	2	0.10
2.	Limited dine-in space – this restricts customer capacity and reduces potential sales during peak hours, specifically along student foot traffic areas	0.06	2	0.12
3.	Low maintenance of facilities – this may negatively impact the feedback of customers, compliance with health and safety standards, and overall brand image.	0.04	2	0.08
4.	Minimal Marketing Efforts – this may lead to reduced brand visibility and limited customer engagement, which affects the competitive edge in the food service industry.	0.05	1	0.05
5.	No crisis management plan – unexpected events such as fire, typhoon, earthquake, and health emergencies may occur if no contingency plan is made.	0.05	1	0.05
6.	Unplanned delivery system – no structured schedule or coordination for food delivery orders. E.g. Dimsum Treats orders for dimsums based on estimated guesses.	0.04	2	0.08

7.	Lack of customer loyalty benefits – loyalty cards, stamp cards, etc. Are inconsistently provided which may lead customers to switch food options.	0.05	2	0.10
8.	No online delivery system – (e.g., FoodPanda, Grab) limits the business’s reach to customers who prefer ordering online, especially during peak hours or bad weather.	0.04	1	0.04
9.	Infrequent delivery of raw materials (Once a week) can lead to stock shortages or spoilage, especially for perishable items such as Dimsum Treats’ siomai, sharksfin, etc.	0.04	2	0.08
10.	Physical vulnerability due to multi-tenant structure – Dimsum Treats have higher exposure to various risks such as shared maintenance issues, limited infrastructure control, or disruptions due to other tenants of the building.	0.05	2	0.10
	TOTAL	1.00		2.57

The IFE Matrix for Dimsum Treats - Morayta shows a balanced internal profile, with notable strengths such as high-quality and unique homemade dimsum, affordable pricing for students, and efficient operations through standardized processes and competent staff. These strengths contribute to a strong customer value proposition. However, the business faces significant weaknesses, including limited staffing, lack of dine-in space, poor facility maintenance, minimal marketing efforts, and absence from online delivery platforms. Operational inefficiencies like unplanned delivery systems and infrequent raw material supply further hinder growth. With a total weighted score of 2.57, the matrix suggests that while strengths are present, addressing these weaknesses is crucial for long-term competitiveness and sustainability.

3.2 External Factors Evaluation (EFE) Matrix:

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

Table 6-A: The External Factors Evaluation Matrix for Dimsum Treats – Morayta

	OPPORTUNITIES	WEIGHT	RATING	WEIGHTED SCORE
1.	Leveraging food delivery platforms to reach more customers.	0.04	2	0.08
2.	Eco-friendly packaging can provide a competitive edge, appealing to environmentally conscious consumers.	0.04	2	0.08
3.	An increasing number of students seek food options that offer fast service, as they often don't have time to wait between classes.	0.07	4	0.28
4.	Meeting the growing demand for budget-friendly meals, especially among students seeking affordable daily options	0.07	3	0.21
5.	An active social media presence can significantly boost brand visibility and attract a larger audience, particularly among digitally connected students and young consumers.	0.05	2	0.10
6.	Providing card and digital payment options adds convenience for customers, especially tech-savvy students who prefer cashless transactions.	0.04	2	0.08
7.	Discounted group meal packages appeal to student barkadas and organizations looking for affordable dining options	0.05	3	0.15
8.	Setting up customer loyalty programs encourages repeat purchases and strengthens long-term customer	0.04	2	0.08

	relationships, especially among regular student buyers.			
9.	Emphasizing cleanliness and compliance with food safety standards and helps build trust and stronger relationships with health-conscious customers.	0.05	3	0.15
10.	Providing low-cost add-ons such as 'P10 rice' allows the business to meet student budget needs while protecting overall revenue.	0.07	3	0.21

Table 6-B: The External Factors Evaluation Matrix for Dimsum Treats – Morayta

	THREATS	WEIGHT	RATING	WEIGHTED SCORE
1.	The product might not be safe to consume due to improper handling of raw materials by the suppliers.	0.05	3	0.15
2.	Potential decline of loyal customers.	0.04	4	0.16
3.	Shortage of supply and ingredients due to the high inflation rate poses a threat to the business to purchase raw materials for making the dumplings.	0.03	4	0.12
4.	Potential loss of profit due to the increasing operational costs, such as rent and utility expenses.	0.04	3	0.12
5.	Possible closure of the establishment due to low demand for products.	0.04	4	0.16
6.	Student market's price sensitivity since most of the students studying near Morayta, Manila, have limited spending capacity. A slight price increase can cause students to select an alternative and more affordable option.	0.06	3	0.18
7.	Severe competition among other food businesses. Morayta, alongside Recto, is	0.05	4	0.20

	a high foot traffic place and within the University Belt (U-Belt,) which attracts businesses and startups. Due to saturation of numerous food chains that are affordable customer loyalty may lessen.			
8.	Negative affiliations: A single bad review posted on social media platforms such as TikTok, Facebook, Reddit, etc., may affect and deteriorate the reputation of the business. Negative reviews may spread quickly, and damage control may be difficult in student-heavy places.	0.06	4	0.24
9.	The business must comply with the laws and regulations of the LGUs, including environmental laws that focus on the sanitation and safety of food and facilities. Penalties and temporary closures may be imposed due to Non-compliance, especially if the business is in crowded places.	0.06	3	0.18
10.	Timing: Businesses may experience low sales during semester breaks or holidays, as the majority of customers are students. This causes unpredictable cash flow and reliance on specific months for high revenue.	0.05	2	0.10
	Total	1.00		3.03

The table above reveals the different opportunities and threats that could significantly affect the growth and financial viability of Dimsum Treats. A weight is assigned to a specific factor, which is then multiplied by the rating to get the weighted score. The weight provided in each element indicates how Dimsum Treats responds to external factors. A rate that ranges from 1-4 indicates how well Dimsum Treats reacts to external factors. With (4) being the highest, indicating that the operations of the business are effective in responding to the external factor, to (1) having the poorest response. Based on the result, a total of 3.03 is obtained by adding all the weighted scores acquired in each element. This indicates that the

business is responding and operating effectively in an external environment. It proposes that Dimsum Treats is strategically placed to capitalize on emerging opportunities while responding to potential and existing threats related to its market, specifically within the student-heavy area of Morayta, Manila. Therefore, it can be concluded that the strategies and plans of the business aim to address both the opportunities and threats being identified. Through carrying on adapting to trends, responding to competitive constraints, and improving customer engagement, Dimsum Treats can sustain its continuing growth and persistence in a versatile and competitive food service industry.

3.3 SWOT STRATEGY

According to David, David & David (2019), Strengths-Weaknesses-Opportunities-Threats (SWOT) Analysis is one tool that helps managers develop strategies. Through matching external and internal factors, the strategies that could be developed are as follows: Strength - Opportunities (SO) strategies, Weakness - Opportunities (WO) strategies, Strength - Threat (ST) strategies, Weakness - Threat (WT) strategies.

Strength and Opportunity (SO) Strategies:

1. SO1 Maximize the advantage of the business's prime location and affordable pricing by introducing value-driven group meal bundles and economical add-ons to attract student organizations and peer groups. (S5, S6, S10; O4, O7, O10)
2. SO2 Promote the brand's premium and distinctive dimsum offerings through targeted social media marketing, complemented using eco-friendly packaging to attract environmentally conscious and digitally engaged student consumers. (S1, S2, S9; O2, O5, O9)
3. SO3 Capitalize on the establishment's strategic location near major universities and its student-friendly pricing structure by offering discounted group meal packages and affordable add-ons such as ₱10 rice. These offerings are designed to attract student barkadas and campus organizations seeking budget-friendly and convenient dining options. (S5, S6, S10; O4, O7, O10)

Weakness and Opportunity (WO) Strategies:

1. WO1 Address minimal marketing efforts by building an active social media presence to boost brand visibility and engage digitally connected students. (W4; O5)



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2. WO2 Resolve the lack of an online delivery system and unplanned delivery coordination by integrating with food delivery platforms and establishing a structured delivery schedule. (W6, W8; O1, O3)
3. WO3 Introduce consistent customer loyalty benefits to retain regular student buyers and encourage repeat purchases. (W7; O8)

Strengths and Threats (ST) Strategies:

1. ST1 Maintain the consistently praised quality of dimsum and the fast, friendly service experience to differentiate the brand from competitors within the highly saturated University Belt food market and to prevent the decline of loyal customers. (S1, S7; T2, T7)
2. ST2 Promote the business's ₱60–₱155 student-friendly pricing and consistently fast service to address the spending sensitivity of students in Morayta and remain competitive in the saturated University Belt food market. (S5, S6; T6, T7)
3. ST3 Utilize the business's proven ability to sustain stable sales during holidays and low-demand periods, along with its diverse dimsum offerings, to manage cash flow fluctuations during semester breaks when student foot traffic declines. (S9, S10; T10)

Weaknesses and Threats (WT) Strategies:

1. WT1 Develop a crisis management plan to prepare for unexpected events and reduce vulnerability due to the multi-tenant structure. (W5, W10; T5, T8)
2. WT2 Enhance facility maintenance and cleanliness to avoid negative reviews and comply with health regulations. (W3; T8, T9)
3. WT3 Expand marketing efforts and loyalty programs to reduce the risk of losing customers to competitors. (W4, W7; T2, T7)

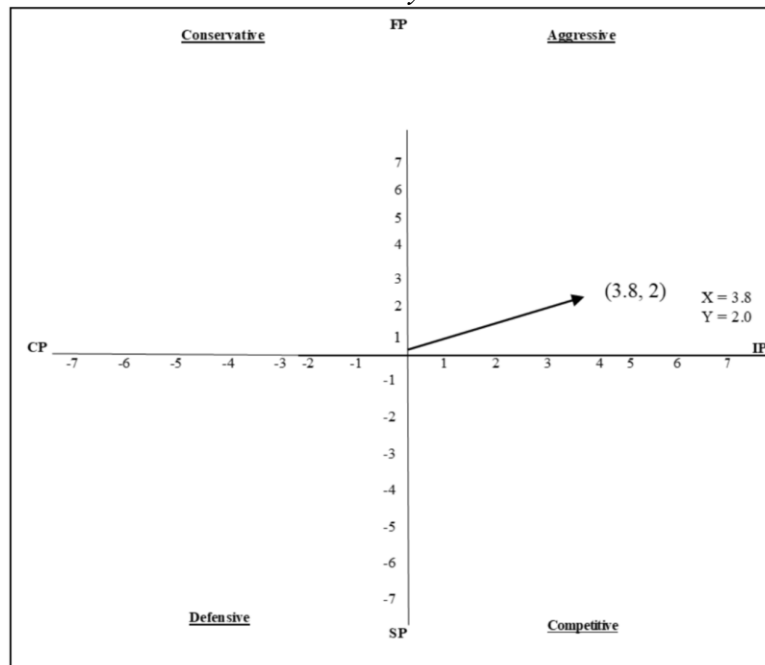


4. SPACE Matrix, BCG Matrix, IE Matrix and GSM

4.1 Strategic Position and Action Evaluation (SPACE) Matrix

The SPACE Matrix, also known as Strategic Position and Action Evaluation Matrix, is a medium used for determining the appropriate strategic position for a specific organization. It has been demonstrated that the SPACE matrix enables the business to maintain a strategic position by generating distinctive features and competitive advantages that leverage the business's existing strengths and foster its entrepreneurial growth (Elezaj and Morina, 2017). It aids in formulating various strategies based on two internal dimensions, such as financial strength and competitive advantage, along with two external dimensions, which are environmental stability and strength in industry. This analytical tool helps organizations assess their overall strategic posture by plotting these four quadrants on a Cartesian graph. This represents a pair of opposing dimensions: Financial Position (FP) versus Competitive Position (CP), and Industry Position (IP) versus Stability Position (SP).

Figure 6: Strategic Position and Action Evaluation (SPACE) Matrix for Dimsum Treats – Morayta





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<u>Financial Position (FP)</u>		<u>Stability Position (SP)</u>	
Cash Flow from Operations	5	Price range from competitor	-2
Current Ratio	4	Technological Changes	-3
Inventory Turnover Ratio	5	Inflation Rate	-3
Return on Assets (ROA)	5	Security of Products	-2
Return on Equity (ROE)	4	Demand Variability	-3
Financial Position (FP) Average	4.6	Stability Position (SP) Average	-2.6
<u>Competitive Position (CP)</u>		<u>Industry Position (IP)</u>	
Product Quality	-2	Growth Potential	4
Capacity Utilization	-1	Resource Utilization	6
Customer Loyalty	-2	Financial Stability	5
Price Strategy	-1	Profit Potential	5
Location Accessibility	-1	Urban Foot Traffic Density	6
Competitive Position (CP) Average	-1.4	Industry Position (IP) Average	5.2

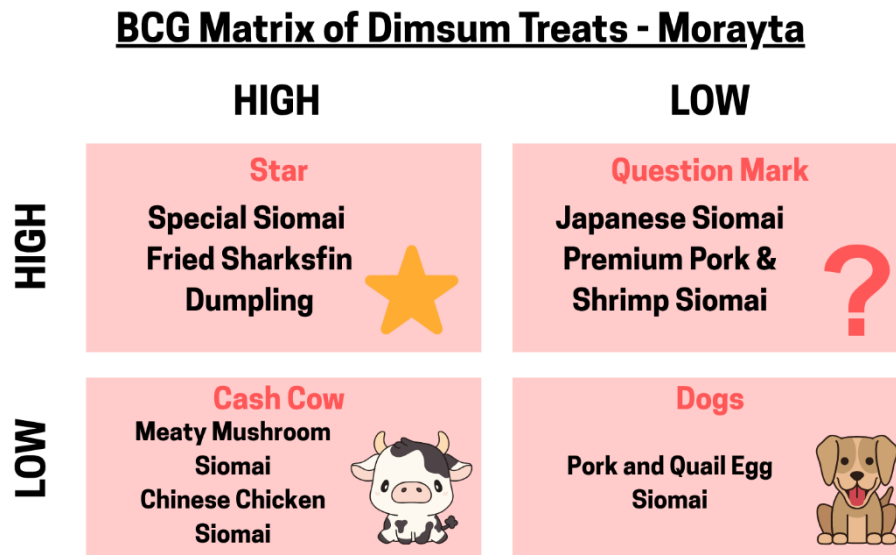
Based on the SPACE (Strategic Position and Action Evaluation) Matrix for Dimsum Treats – Morayta, the company is positioned in the Aggressive quadrant. This placement indicates that the business is in a strong position to pursue growth strategies such as market penetration, product development, or related diversification. The matrix reveals a strong Financial Position, with an average score of 4.6, supported by solid metrics like high return on assets (ROA), return on equity (ROE), and a healthy current ratio. However, the Inventory Turnover Ratio is a weak point, suggesting potential inefficiencies in inventory management. The Industry Position is also favorable, with an average score of 5.2, reflecting high growth and profit potential, financial stability, and technological knowledge within the industry. On the other hand, the Stability Position scores negatively at -2.8, indicating a volatile external environment characterized by high demand variability, technological changes, and strong competition. The Competitive Position also shows weaknesses, with negative scores in areas such as product quality, customer loyalty, and capacity utilization, suggesting the need for improvements in operational efficiency and brand differentiation. Overall, despite external and competitive challenges, the company's strong financial and industry standing supports an aggressive strategic approach aimed at growth and market leadership.



4.2 Boston Consulting Group (BCG) Matrix

The BCG Matrix, also known as the Boston Consulting Group Matrix, is a strategic planning tool used to evaluate a company’s product or business portfolio based on market growth rate and relative market share (Team, 2023). It categorizes units into four quadrants such as Stars, Cash Cows, Question Marks, and Dogs. Each of these quadrants guides decisions on investment, divestment, or development strategies (Athuraliya & Creately, 2024)

Figure 7: Boston Consulting Group (BCG) Matrix for Dimsum Treats – Morayta



Based on the BCG (Boston Consulting Group) Matrix for Dimsum Treats – Morayta, the company’s product portfolio is strategically diversified across all four quadrants, reflecting varying levels of market growth and market share.

In the Star quadrant (high market growth and high market share), Special Siomai and Fried Sharksfin Dumpling are positioned as top-performing products. These items are likely to drive revenue and brand recognition, and they warrant continued investment to maintain their strong market position and capitalize on growth opportunities. Market penetration is a highly relevant strategy. This involves increasing sales of these existing products in the current market through tactics like aggressive promotions, loyalty programs, bundling, or



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expanding store presence to attract more customers and increase frequency of purchase. At the same time, product development can also be a strategic move. This means introducing new variations or enhancements to these popular items to keep the brand fresh and appealing.

The Question Mark quadrant includes Japanese Siomai and Premium Pork & Shrimp Siomai, which are in high-growth markets but currently hold low market share. These products have potential but require strategic decisions, either increased marketing or development, to boost market share. Several approaches are applicable to these items, including market penetration, which can be used to increase their share in the existing market through promotional campaigns, discounts, or bundling with bestsellers. Market development involves introducing these products to new customer segments or geographic areas, such as targeting nearby schools, offices, or delivery platforms. Product development is also a viable strategy—enhancing the recipe, packaging, or presentation could make these items more appealing to consumers.

The Cash Cow quadrant includes Meaty Mushroom Siomai and Chinese Chicken which are low-growth markets but hold a strong market share. These products consistently bring in reliable cash flow with minimal investment, making them key contributors to the business's financial stability. Their profitability makes them ideal for supporting other strategic efforts. To further leverage their value, exploring product development or diversification could be beneficial refreshing these offerings or branching into new areas while maintaining their solid performance.

Finally, the Dogs quadrant features Pork and Quail Egg Siomai, which have both low market growth and low market share. This product may be underperforming and could be considered for discontinuation or repositioning, depending on its strategic value. When a product enters the Dog category, retrenchment can be a sensible option—streamlining operations and cutting costs to boost efficiency. In some cases, this approach has helped products recover and become profitable again. That's why, before making any final decisions, it's important to assess whether Pork and Quail Egg Siomai could benefit from a more focused and cost-effective strategy.

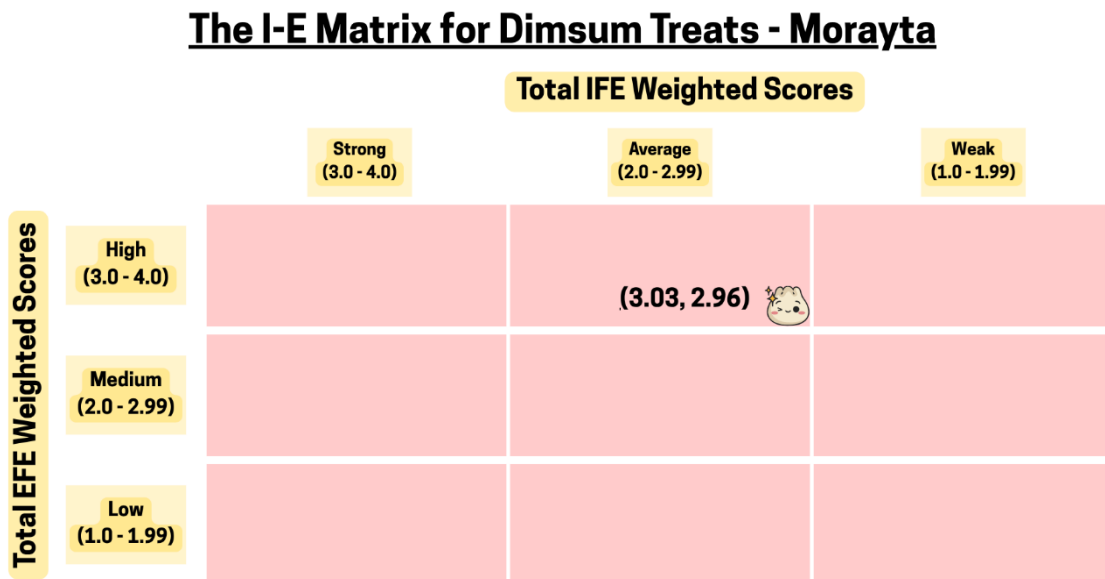
Overall, the matrix provides a clear understanding of product performance, guiding resource allocation, and strategic planning.



4.3 Internal-External (IE) matrix

The Internal-External (IE) Matrix is a strategic management tool that positions an organization’s divisions based on internal strengths (via the IFE Matrix) and external opportunities or threats (via the EFE Matrix). It plots these scores on a nine-cell grid, guiding strategy into three categories: grow and build, hold and maintain, and harvest or divest, depending on the division’s placement (Francis, 2024).

Figure 8: Internal – External (IE) Matrix for Dimsum Treats – Morayta



Based on the Internal-External (IE) Matrix result for Dimsum Treats – Morayta, the company falls within the Grow and Build category, which corresponds to the middle cells of the matrix (typically cells I, II, or IV). This strategic position indicates that the business has a moderate to strong internal position (based on internal factors like financial strength and management capabilities) and operates in an attractive industry environment (based on external factors such as market growth and competitive dynamics).

The recommended strategic actions for a company in this position include investment in expansion, market penetration, and product development. This means Dimsum Treats – Morayta is well-positioned to increase its market share by entering new geographic areas, attracting more customers within existing markets, and innovating or enhancing its product

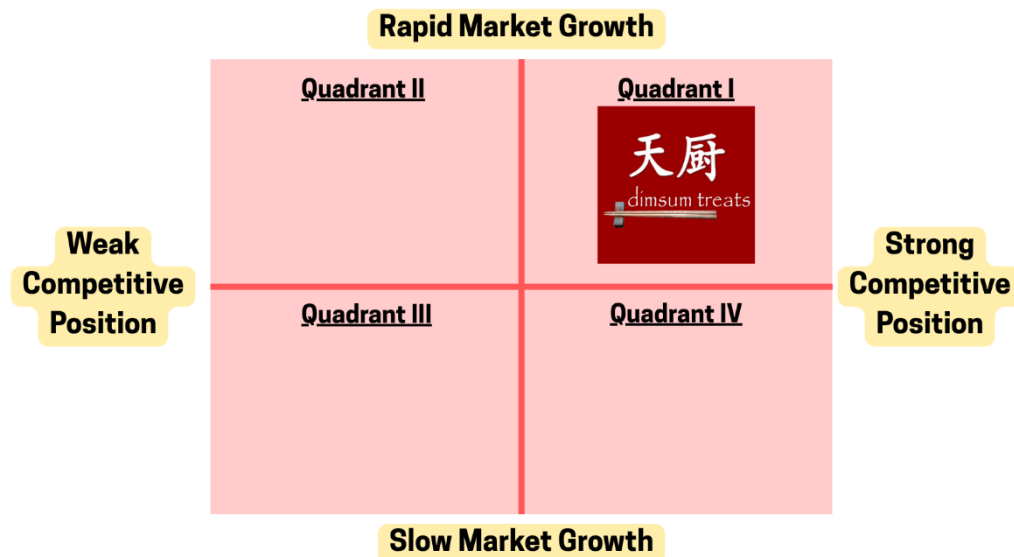
offerings. The company should consider leveraging its internal strengths—such as operational efficiency, brand recognition, or financial stability—to capitalize on external opportunities like rising consumer demand or favorable market trends.

4.4 Grand Strategy Matrix

The Grand Strategy Matrix is one tool that could be used to help organizations formulate strategies. It is divided into four quadrants, and it is evaluated based on two dimensions: Competitive position on the X-axis and Market Industry / Growth on the Y-axis (David, David & David, 2019). For Quadrant I, it has a strong competitive position and rapid market growth. For Quadrant II, it is a weak competitive position and rapid market growth. For Quadrant III, it is a weak competitive position and slow market growth. For Quadrant IV, it has a strong competitive position and slow market growth.

Figure 9: Grand Strategy Matrix for Dimsum Treats – Morayta

The Grand Strategy Matrix - Dimsum Treats Morayta



Dimsum Treats – Morayta falls within Quadrant I of the Grand Strategy Matrix, implying that it has a strong competitive position and operates in a rapidly growing market. This placement is supported by other strategic tools such as the SPACE Matrix, Competitive Profile Matrix, and IFE/EFE evaluations. Dimsum Treats – Morayta maintains a competitive



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advantage in the food service industry, particularly within the University Belt of Manila. Its position is reinforced by its strategic location, affordable pricing, and consistently high-quality dimsum offerings. The appropriate strategies that Dimsum Treats could consider include Market Penetration, Product Development, Related Diversification, and Forward Integration.

5. Quantitative Strategy Planning Matrix (QSPM)

The Quantitative Strategic Planning Matrix (QSPM) is a strategic management tool used to objectively evaluate and prioritize alternative strategies based on their relative attractiveness. It systematically assesses internal and external factors, assigning numerical values to determine which strategic option best capitalizes on strengths and opportunities while addressing the weaknesses and threats of an organization (Francis, 2024).

Table 7: The Quantitative Strategy Planning Matrix for Dimsum Treats - Morayta

		Weight	Market Penetration (Integration in the market with Food Delivery Apps)		Product Development (Develop affordable meal bundles and loyalty programs to enhance student experience).	
			AS	TAS	AS	TAS
	Opportunities					
1.	Leveraging food delivery platforms to reach more customers.	0.04	4	0.16	2	0.08
2.	Eco-friendly packaging can provide a competitive edge, appealing to environmentally conscious consumers.	0.04	3	0.12	4	0.16
3.	An increasing number of students seek food options that offer fast service, as they often do not have time to wait between classes.	0.07	2	0.14	3	0.21





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				enhance student experience)		
Threats		Weight	AS	TAS	AS	TAS
1.	The product might not be safe to consume due to improper handling of raw materials by the suppliers.	0.05	4	0.20	2	0.10
2.	Potential decline of loyal customers.	0.04	2	0.08	4	0.16
3.	Shortage of supply and ingredients due to the high inflation rate poses a threat to the business to purchase raw materials for making the dumplings.	0.03	3	0.09	3	0.09
4.	Potential loss of profit due to the increasing operational costs, such as rent and utility expenses.	0.04	2	0.08	4	0.16
5.	Possible closure of the establishment due to low demand for products.	0.04	2	0.08	4	0.16
6.	Student market's price sensitivity since most of the students studying near Morayta, Manila, have limited spending capacity. A slight price increase can cause students to select an alternative and more affordable option.	0.06	4	0.24	3	0.18
7.	Severe competition among other food businesses. Morayta, alongside Recto, is a high foot traffic place and within the University Belt (U- Belt), which attracts businesses and startups. Due to saturation of numerous food chains that are affordable customer loyalty may lessen.	0.05	4	0.20	3	0.15
8.	Negative affiliations: A single bad review posted on social media platforms such as TikTok, Facebook, Reddit, etc., may affect and deteriorate the business's reputation. Negative reviews may spread quickly, and damage control may be difficult in student-heavy places.	0.06	4	0.24	3	0.18
9.	The business must comply with the laws	0.06	3	0.18	2	0.12

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	and regulations of the LGUs, including environmental laws that focus on the sanitation and safety of food and facilities. Penalties and temporary closures may be imposed due to non-compliance, especially if the business is in crowded places.					
10.	Timing: Businesses may experience low sales during semester breaks or holidays, as the majority of customers are students. This causes unpredictable cash flow and reliance on specific months for high revenue.	0.05	4	0.20	2	0.10
			Market Penetration (Integration in the market with Food Delivery Apps)		Product Development (Develop affordable meal bundles and loyalty programs tailored to enhance student experience)	
	Strengths	Weight	AS	TAS	AS	TAS
1.	High-Quality Dimsum — Evidenced by consistent positive customer feedback regarding taste and food presentation.	0.06	4	0.24	3	0.18
2.	Unique Dimsum Recipe — Produced in a dedicated commissary using homemade techniques and original formulations, ensuring consistent quality and distinctiveness compared to mass produced dimsum.	0.06	4	0.24	3	0.18
3.	Standardized Operational Procedures — Well-crafted serving and preparation protocols documented in manuals and	0.05	4	0.20	3	0.15

	consistently followed by staff to ensure uniform customer experience and operational efficiency.					
4.	Competent Workforce — Staff roles and responsibilities are clearly defined in operational manuals, and all employees undergo structured training programs prior to their official start date to ensure readiness and alignment with company standards.	0.05	3	0.15	4	0.20
5.	Student-Friendly Pricing — Menu items are priced between ₱60–₱155, offering affordable options for students while maintaining high standards of quality and portion size.	0.06	4	0.16	4	0.24
6.	Strategic and Accessible Location — The establishment is situated near major universities and review centers, ensuring high visibility and convenience for its primary target market of students and young professionals.	0.06	4	0.24	2	0.12
7.	Excellent Customer Service — Consistently praised by customers for fast service times and friendly, approachable staff, contributing to a positive and welcoming dining experience.	0.05	3	0.15	3	0.15
8.	Strong Commissary Relationship — The company maintains a well-coordinated partnership with its dedicated commissary, ensuring streamlined production and consistent quality control to support daily operations and uphold product standards.	0.04	3	0.12	3	0.12
9.	Resilience During Off-Peak Seasons — The business sustains stable sales performance even during low demand periods such as holidays and summer	0.05	4	0.20	4	0.20

	vacations, demonstrating its ability to attract and retain customers beyond its core student market.					
10.	Flexible Menu Options — The business offers a wide variety of dimsum selections, allowing customers to choose from multiple flavors, fillings, and combinations that cater to different tastes and dietary preferences.	0.05	4	0.20	4	0.20
			Market Penetration (Integration in the market with Food Delivery Apps)		Product Development (Develop affordable meal bundles and loyalty programs tailored to enhance student experience)	
	Weakness	Weight	AS	TAS	AS	TAS
1.	Limited number of employees - due to labor cost management, it serves as a cost- control measure to manage labor expenses and sustain operations within the tight profit margins typical of the quick-service restaurant industry.	0.05	3	0.15	2	0.10
2.	Limited dine-in space – this restricts customer capacity and reduces potential sales during peak hours, specifically along student foot traffic areas.	0.06	4	0.24	3	0.18
3.	Low maintenance of facilities – this may negatively impact the feedback of customers, compliance with health and safety standards, and overall brand image.	0.04	2	0.08	3	0.12
4.	Minimal Marketing Efforts – this may	0.05	4	0.20	4	0.20

	This leads to reduced brand visibility and limited customer engagement, which affects the competitive edge in the food service industry.					
5.	No crisis management plan – unexpected events such as fire, typhoon, earthquake, and health emergencies may occur if no contingency plan is made.	0.05	1	0.05	2	0.10
6.	Unplanned delivery system – no structured schedule or coordination for food delivery orders. E.g. Dimsum Treats orders for dim sums based on estimated guesses.	0.04	4	0.16	3	0.12
7.	Lack of customer loyalty benefits – loyalty cards, stamp cards, etc. Are inconsistently provided which may lead customers to switch food options.	0.05	3	0.15	4	0.20
8.	No online delivery system – (e.g., FoodPanda, Grab) limits the business’s reach to customers who prefer ordering online, especially during peak hours or bad weather.	0.04	4	0.16	2	0.08
9.	Infrequent delivery of raw materials (Once a week) can lead to stock shortages or spoilage, especially for perishable items such as Dimsum Treats’ siomai, sharksfin, etc.	0.04	2	0.08	3	0.12
10.	Physical vulnerability due to multi-tenant structure – Dimsum Treats have higher exposure to various risks such as shared maintenance issues, limited infrastructure control, or disruptions due to other tenants of the building.	0.05	3	0.15	3	0.15
	Total			6.25		6.2



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Market Penetration and Product Development are both promising growth strategies for Dimsum Treats – Morayta. Based on QSPM results, **Market Penetration** stands out as the most favorable, particularly through integration with food delivery platforms like Grab and FoodPanda. This approach addresses key weaknesses such as limited dine-in space and lack of online presence, while boosting visibility and access in the highly competitive University Belt.

Despite operational challenges, Dimsum Treats maintains a strategic edge through its quality offerings, student-friendly pricing, and prime location. **Product Development**, through affordable bundles and loyalty programs, complements this by enhancing customer retention. Together, these strategies support sustainable growth and competitiveness in Manila's dynamic food service market.

6. Recommendations, Conclusion and Acknowledgment

6.1 Recommendations:

1. **Vision:** "To be the leading provider of authentic, affordable dimsum—bringing comfort, culture, and convenience to students, review center attendees, and professionals across Manila's thriving academic and professional communities."
2. **Mission:** "Dimsum Treats Morayta is committed to serving freshly made, affordable dimsum and Asian comfort food to students, review center attendees, and professionals in Manila. We offer fast, friendly service using modern kitchen technology to ensure quality and efficiency. Our goal is sustainable growth through customer satisfaction, employee development, and community engagement. Guided by our values of integrity, inclusivity, and excellence, we take pride in our unique flavors, strategic location, and dedication to creating a positive impact on both our customers and the environment."
3. **Enhance Product Development** by introducing affordable meal bundles and loyalty programs tailored to student preferences to increase repeat purchases and customer retention. Also, innovation of existing products to maintain interest and competitiveness.
4. **Boost Marketing and Brand Visibility** by establishing and engaging social media presence to connect with the student market. This could help with digital marketing

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strategies such as promotions, partnerships, and targeted ads to increase brand awareness.

5. **Capitalize on Strategic location** by maximizing the advantage of being near universities and review centres by offering group meal promos and student discounts during peak academic seasons.
6. **Sustain competitive pricing** by continuing to offer budget-friendly pricing and low-cost add-ons (e.g. P10 rice, P30 iced tea) to appeal to price sensitive students.
7. **Explore diversification opportunities by considering related diversification**, such as expanding into beverages or light snacks, to increase average transaction value and attract new customer segments.
8. **Introducing eco-friendly packaging** through the adoption of sustainable packaging solutions that can appeal to environmentally conscious consumers and enhance the business's public image.
9. **Enhance customer loyalty programs** by creating a structured and consistent loyalty program – such as stamp cards or app-based rewards that could help retain regular customers and encourage repeat visits.
10. **Invest in employee development and satisfaction** by providing regular training, incentives, and career growth opportunities that could enhance service quality and reduce turnover, reinforcing the brand's reputation for excellent customer service.
11. **Integration with Food Delivery platforms** through the partnership with GrabFood, Foodpanda... to reach customers beyond walk-ins, especially during peak hours, bad weather, or semester breaks when foot traffic declines.

6.2 Conclusion

Dimsum Treats – Morayta demonstrates strong potential for strategic growth within Manila's competitive food service industry. The business benefits from its prime location, affordable pricing, and high-quality offerings, which resonate well with its student-heavy

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market. However, challenges such as limited marketing efforts, lack of online delivery systems, and operational vulnerabilities must be addressed to sustain competitiveness. Strategic tools like the SPACE Matrix, BCG Matrix, and QSPM indicate that aggressive strategies—particularly market penetration and product development—are most suitable. Market penetration through integration with food delivery platforms like GrabFood and Foodpanda can expand reach and address physical limitations, while product development through affordable bundles and loyalty programs can enhance customer retention and satisfaction. By leveraging its strengths and responding effectively to external threats, Dimsum Treats can achieve sustainable growth and reinforce its position as a preferred dining option in the University Belt.

6.3 Acknowledgement

We would like to express our heartfelt gratitude to all individuals and organizations who contributed to the completion of this strategic management paper.

In addition, we would like to express our sincere gratitude and appreciation to the owners and management of Dimsum Treats – Morayta for their cooperation, time, and valuable insights during the research process.

Appreciation is extended to the Institute of Accounts, Business and Finance at Far Eastern University – Manila for providing the academic support and resources necessary for this project.

Lastly, we acknowledge the support of our peers and families, whose motivation and assistance helped us accomplish this work.





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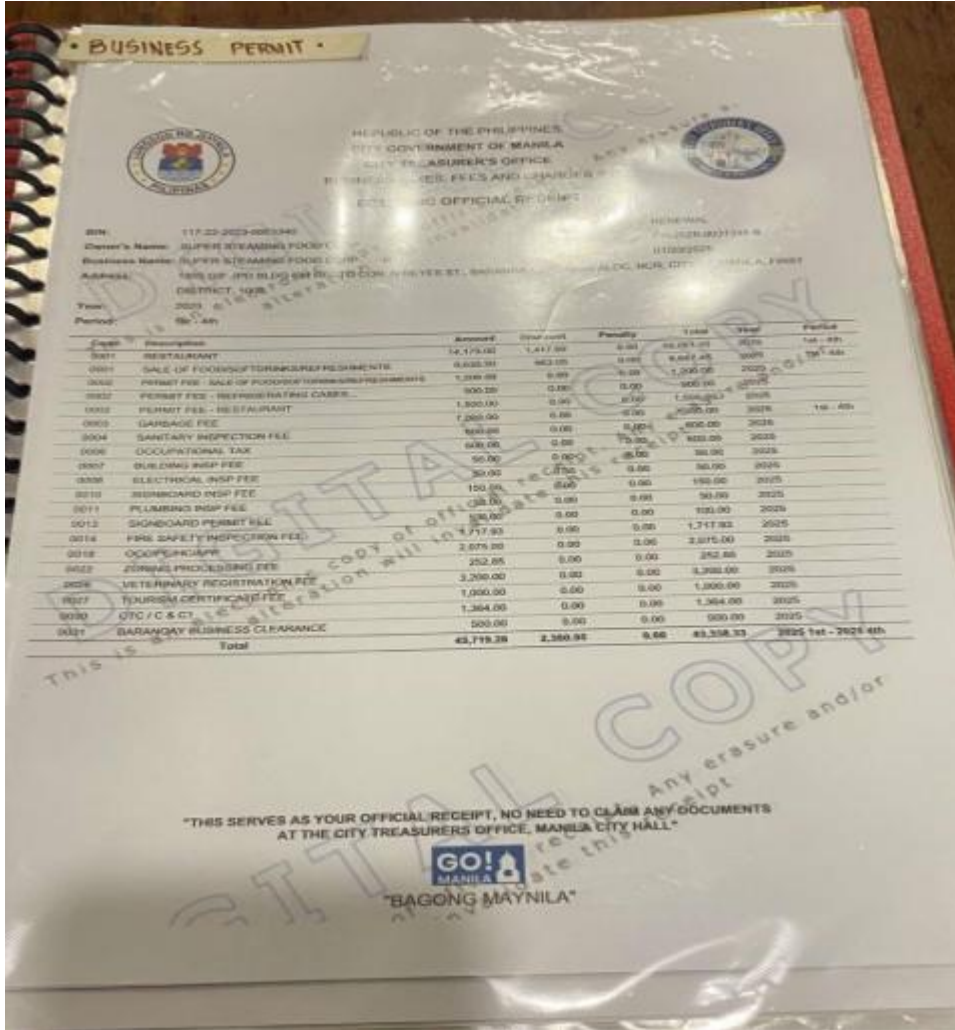
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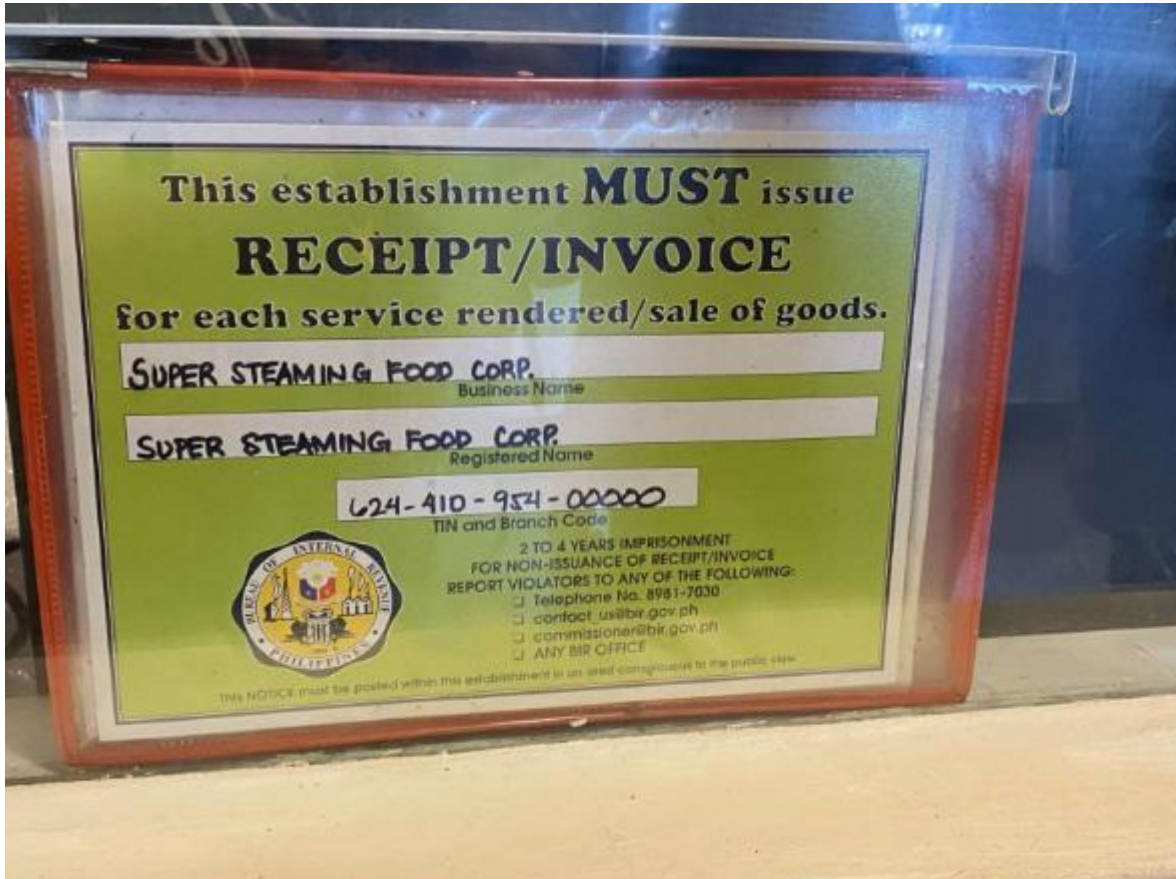
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Appendices:

Photos of Business Permits and Licenses






Photos of interviews




Photo of Consent Form

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FAR EASTERN UNIVERSITY
Institute of Accounts, Business and Finance
Business Administration Department



Small Business Owner-Participant Consent Form
STRATEGIC MANAGEMENT PAPER

BUSINESS NAME: DIMSUM Treats Marayta

Mary Joy Malayan agree to participate in the interviews.

I understand that even if I agree to participate now, I can withdraw at any time or refuse to answer any question without any consequences of any kind.

- I have had the purpose and nature of the study explained to me by the concerned students and I have had the opportunity to ask questions about the study.
- I understand that participation involves providing data and information necessary for the students to comply with their Small Business Owner-Participant Interview, a course requirement equivalent to Final Scores/Grades under the course STRATEGIC MANAGEMENT.
- I understand that I will not benefit directly from participating in this interview.
- I agree to my interview being audio-recorded and/or pen and paper recorded.
- I understand that all information I provide for this study will be treated under the legal provision of Data Privacy Act of the Philippines.
- I understand that in any report on the results of this academic paper my identity will remain anonymous. This may be done by changing my name and disguising any details of my interview which may reveal my identity or the identity of the people I speak about.
- I understand that any material data or information from my interview may be quoted in dissertation, thesis, conference presentation, published papers etc.
- I understand that signed consent forms, original audio recordings and written recordings will be retained in physical and online storage facilities such as websites and internet archives. That the said materials will not be produced or reproduced for commercial purpose as specified under Creative Commons License Attribution-NonCommercial 4.0 International (CC BY-NC 4.0).
- I understand that under freedom of information I am entitled to access the information I have provided at any time while it is in storage as specified above.
- I understand that I am free to contact any of the students involved in the interview to seek further clarification and information.

Name and signature of interviewee-participant: MARY JOY MALAYAN Date: JUNE 23, 2025

Names and signatures of students:

1. <u>HOLLIMANN, THINITS</u>	2. <u>LINDO, KHADLA MAFITE</u>	3. <u>SOMBA, CELESTINE TEAME</u>
4. _____	5. _____	6. _____
7. _____		

Date: JUNE 23, 2025

Handwritten notes on the left side of the form:
 - DEC 24
 - w/ lot C
 - all present
 - w/ YH analysis
 - no SWOT
 - no SWOT strategy
 - revised the report
 - revised the report
 - aggressive the report

Handwritten notes on the right side of the form:
 - w/ PPT
 - w/ PPT
 - w/ PPT
 - w/ PPT