



# Status and SWOT Analysis of the Internalization of PLDT in Cabanatuan City: Basis for Strategic Plan

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### **CERTIFICATION OF ENGLISH EDITING**

This is to certify that this manuscript titled **STATUS AND SWOT ANALYSIS OF THE INTERNALIZATION OF PLDT IN CABANATUAN CITY.: BASIS FOR STRATEGIC PLAN** prepared by **ALQUIROZ, JAKE ERNAN S., ANSELA, LUZ CLARITA A., and BALANZA, GIA VANESSA T.** was edited by the undersigned. The said manuscript has been found to be acceptable according to the rules of grammar and composition.



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### APPROVAL SHEET

This research paper titled **STATUS AND SWOT ANALYSIS OF THE INTERNALIZATION OF PLDT IN CABANATUAN CITY.: BASIS FOR STRATEGIC PLAN**, prepared and submitted by **ALQUIROZ, JAKE ERNAN S., ANSELA, LUZ CLARITA A., and BALANZA, GIA VANESSA T.**, in partial fulfillment of the requirements for the degree, Masters in Business Administration, is hereby recommended for approval and acceptance.



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### **The Researchers**

## DEDICATION

➤ *This research is Wholeheartedly Dedicated to the Following:*

To our families, whose unwavering love, encouragement, and support have been our source of strength and inspiration throughout this journey. Your sacrifices and belief in us have driven us to strive for excellence.

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May this study serve as a small yet meaningful contribution to the pursuit of knowledge and understanding in the field of employee productivity and remote work.

**ALQUIROS, JAKE ERNAN S. ANSEL, LUZ CLARITA A. BALANZA, GIA VANESSA T.**

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## ABSTRACT

This study examines the current status and conducts a comprehensive SWOT (Strengths, Weaknesses, Opportunities, Threats) analysis of PLDT's internalization efforts in Cabanatuan City, aiming to provide a strategic framework for enhancing the company's market position and operational efficiency. As a leading telecommunications provider in the Philippines, PLDT has significantly expanded its reach, including in regional markets such as Cabanatuan City. The study evaluates PLDT's service delivery, infrastructure development, customer satisfaction, and market competitiveness within the unique socio-economic context of the city. The research methodology incorporates both qualitative and quantitative data collection techniques, including employee surveys, face-to-face interviews with staff and supervisors at the PLDT Sales and Service Center, and a review of relevant company documents. The SWOT analysis identifies key strengths such as brand recognition, extensive network infrastructure, and a diverse service portfolio. It also highlights weaknesses, including service reliability issues, customer support challenges, and difficulties in keeping pace with rapid technological advancements. Opportunities identified in the SWOT analysis include the growing demand for digital services, increased reliance on mobile and internet connectivity, and potential partnerships with local businesses or government initiatives aimed at digital inclusion. Conversely, threats to PLDT's market position encompass intensifying competition from other telecommunications providers, regulatory hurdles, and socio-political challenges that may impact the company's expansion objectives. Based on the SWOT analysis findings, this study proposes a strategic plan that leverages PLDT's strengths while addressing its weaknesses. The strategic recommendations focus on enhancing customer experience through improved service quality, adopting new technologies for faster and more reliable connections, and exploring emerging markets by diversifying product offerings. Additionally, the study suggests strengthening community engagement and partnership initiatives to foster loyalty and sustain long-term growth in Cabanatuan City. The strategic plan aims to guide PLDT's efforts toward securing a competitive edge in the city's evolving telecommunications landscape. Ultimately, this research serves as a foundation for decision-makers at PLDT to refine their strategies, ensuring the company continues to thrive in Cabanatuan City while aligning with broader goals of digital transformation and market leadership in the Philippine telecommunications industry.

*Keywords:- Internationalization, Operation, Status, Strategic Plan, SWOT Analysis.*

## **CHAPTER ONE**

### **THE PROBLEM AND ITS BACKGROUND**

#### *A. Introduction*

In today's rapidly evolving digital landscape, the internalization of company operations has become a critical strategy for enhancing efficiency, reducing costs, and maintaining competitive advantage. For telecommunications giants like PLDT, internalization involves optimizing internal processes, consolidating resources, and leveraging internal capabilities to meet the growing demand for reliable, high-speed internet services. This study focuses on the status and SWOT analysis of the internalization of PLDT in Cabanatuan City, aiming to provide a comprehensive basis for developing a strategic plan.

PLDT (Philippine Long Distance Telephone Company) is a leading telecommunications and digital services provider in the Philippines. In Cabanatuan City, Nueva Ecija, PLDT plays a significant role in delivering communication services, including landline, mobile, and broadband internet. PLDT has focused on expanding its network in Cabanatuan City, Nueva Ecija, to meet the increasing demand for reliable internet and communication services, especially with the rise of digital businesses and remote work trends. The company's investments in fiber optics and other technologies have aimed to enhance connectivity for residential and commercial users in the area. As part of its commitment to improving customer experience, PLDT also provides various customer service outlets in Cabanatuan, making it easier for residents to access support and services that contribute to the region's economic growth and connectivity.

However, Cabanatuan City, a burgeoning urban center in the Philippines, presents unique opportunities and challenges for PLDT's internalization efforts. As the city grows and modernizes, the demand for advanced telecommunications services has surged, necessitating a robust internal framework to support this expansion. This research seeks to identify the strengths, weaknesses, opportunities, and threats associated with PLDT's internalization in Cabanatuan City by conducting a thorough SWOT analysis.

According to Deresky (1994), as cited by Costa et. Al (2018), internationalization is the process through which companies from a given country start developing activities outside their country of origin. The growing necessity of internalization means that companies must constantly enhance every aspect of their operations, streamline their processes, and adapt to evolving internal needs to ensure long-term sustainability and efficiency, regardless of size.

Furthermore, internalization for a company refers to integrating various operations, processes, and functions within the organization rather than relying on external entities. This involves adapting business models, products, services, and strategies to operate more efficiently and cohesively internally. Internalization typically includes consolidating operations, forming internal teams, navigating internal policies, and addressing company-specific demands. It enables companies to streamline operations, reduce costs, enhance control over processes, and improve overall efficiency. Ultimately, internalization allows a company to grow and sustain its business by leveraging internal resources and capabilities.

The primary research concept and variable in this study revolve around the internalization process within the business operations of PLDT. Internalization, as described by Chen (2023), involves integrating various operations, processes, and functions within the organization rather than relying on external entities. This strategic approach aims to enhance efficiency, reduce costs, and improve control over business activities.

In an economic context, internalization refers to a company's proactive steps to consolidate its operations and optimize its internal resources to achieve better performance and competitiveness. This trend toward internalization has played a pivotal role in enabling companies to streamline their operations and improve their market responsiveness. Businesses increasingly focus on internal efficiencies in this interconnected landscape to remain competitive and resilient despite external economic fluctuations.

Chen (2023) highlights several key aspects of internalization. Firstly, it involves designing processes and systems that are efficient and cohesive within the organization. Companies adopt this approach to enhance operational efficiency and reduce reliance on external suppliers or partners. Additionally, internalization often requires modifications to internal processes to align with the company's strategic goals and operational needs. Companies pursuing internalization must also be aware of potential internal barriers hindering their efforts to streamline operations.

Telecommunications companies are a notable example of businesses that have embraced internalization. For instance, PLDT has pursued internalization by optimizing internal processes, consolidating resources, and leveraging internal capabilities. Strategies include developing in-house research and development centers, integrating supply chain operations, and enhancing internal production capabilities. The benefits of internalization are significant, extending beyond mere challenges. These advantages include greater operational efficiency, reduced costs, improved control over processes, access to internal knowledge and innovation, and enhanced organizational agility and resilience.

Companies like PLDT can better manage their resources, improve operational efficiency, and enhance their competitive advantage by focusing on internalization. This study aims to explore the internalization process within PLDT and provide insights into how internalization can contribute to the company's strategic goals and overall performance.

The study proposes a strategic plan to enhance customer service, leverage technology for better service delivery, and expand market outreach. This plan emphasizes adapting to local needs and fostering partnerships with stakeholders to strengthen PLDT's position in Cabanatuan City. PLDT can ensure sustainable growth and improved customer satisfaction in an increasingly competitive environment by focusing on these areas. Integrating these theoretical frameworks provides a comprehensive approach to understanding and addressing the challenges and opportunities associated with PLDT's internalization efforts in Cabanatuan City. This holistic analysis is essential for developing effective strategies that will enable PLDT to maintain its competitive edge and achieve long-term success in the local market.

The findings of this study will offer valuable insights into the effectiveness of PLDT's internal strategies and highlight areas for improvement. Additionally, the research will provide strategic recommendations to enhance PLDT's operational efficiency, customer service, and overall competitiveness in the local market. Ultimately, this study aims to contribute to developing a strategic plan that will enable PLDT to sustain its growth and success in Cabanatuan City, ensuring long-term sustainability and customer satisfaction.

### *B. Literature Review*

This section presents the literature and studies compiled from various sources pertinent to the current research. The background information provided here has enabled the proponent to understand the study comprehensively.

**Internalization Patterns and their Effects on Company Performance.** The study conducted by Costa et. Al (2018) identifies internationalization patterns and analyzes their effects on company performance. The results indicate that companies choose between two distinct paths to internationalization. In the first group are firms seeking to enter the global market proactively. They are present in more countries, have an in-house department of internalization, and have better economic-financial performance. The second group consists of companies that approach internationalization reactively. They outsource part of the process, succeed only in entering less demanding markets, and do not perform as well as the first group. The study shows internationalization will have a greater impact on the economic and financial performance of companies with greater internationalization.

**A SWOT Analysis of a Telecommunication Company.** According to an article written by Juarez (2001), a SWOT analysis of a telecommunication company appraises the company's health by looking at its resource strengths and weaknesses concerning the quality of how it sends and receives data and information globally over fiber-optic cables, networks, antennas, and other communications equipment. She also highlighted the importance of opportunities and threats in one company because it identifies external opportunities and threats that may help or hurt the company in the future. Lastly, she enumerated each analysis that consists of strengths, weaknesses, opportunities, and threats:

Strengths are attributes that enhance the company's competitive advantage. Cutting-edge fiber-optics technology, high-performing cable equipment, a respected brand name, excellent customer service, and a strong sales team are just a few of the strengths that boost the resource capabilities of a telecommunication company.

Company weaknesses are competitive deficiencies that place the company at a disadvantage in the marketplace. If corroded cable lines aren't replaced and slow service continues, for example, angry customers will switch to a rival telecommunications company that offers better services. Also, one of the examples is corroded cable lines, slow service, and lackluster sales, which can hurt a telecommunications company.

Opportunities are beneficial, outside events that a company can use to boost its strengths. For example, a telecommunication company keen on rapidly adopting new technologies would benefit from immediately investing in new fiber optics when introduced in the marketplace, especially if they speed up service.

Threats are outside events or influences that create future hurdles for a company. For example, new rivals offering customers fast service and cutting-edge technology may lure an older telecommunications company's existing customers away, especially if the older company can't offer the same new features.

In Addition, Osum (2024) said that conducting a SWOT analysis in the telecommunication industry can gain valuable insights into the internal and external environment and enable them to make informed decisions, capitalize on opportunities, mitigate risks, and stay competitive in the dynamic telecommunication industry.

**Effects of Internalization on Firms.** The relationship between internalization and performance was explored in the study of Lu and Beamish (2001) in the context of Japanese small and medium export companies. Their findings indicate that firms with direct foreign investment performed better than export ones. According to Lu and Beamish (2001), a U-shaped curve can describe the relationship between internalization and business performance. The initial internalization phase negatively impacts performance, as the company needs to take risks and invest in developing new knowledge and resources. However, a greater degree of internalization, where the company has already developed such knowledge and resources, will positively impact performance (Lu & Beamish, 2001).

**Internalization Theory and Company Performance.** Internalization theory has provided a resilient analytical framework that underlines much international business scholarship. This theory focuses on how companies internalize operations to reduce transaction costs and improve efficiency. Studies have shown that internalization can lead to better resource control, enhanced coordination, and improved performance. For instance, Buckley and Casson (2019) argue that internalizing transactions through a company's internal hierarchy can significantly reduce transaction costs and improve efficiency.

**Internalization of Quality Management in Service Organizations.** According to the study, Tari et al. (2013) show that the services industry that internalized the standard to a greater extent is more likely to be driven by internal motivation, develop more Quality Management tools, and achieve greater benefits than the other service industries like hotels with a lower degree of internalization.

Internalizing quality management in service organizations involves integrating quality principles throughout service delivery. Leadership commitment is crucial, as leaders must promote a quality culture by setting clear expectations and demonstrating dedication to quality management practices. Engaging employees at all levels in quality initiatives is equally important; training and empowering staff to take ownership of quality can significantly enhance service outcomes. A strong customer focus is vital, necessitating regular feedback mechanisms to ensure services align with customer needs and expectations.

Supported data from the research study of Lasrado et al. (2019) revealed the key components of TQM implementation factors: top management commitment, middle management commitment, audits, training, and employee commitment. Also, the results show that a positive relationship between external motives and TQM internalization was not supported; yet, the results supported the influence of internal motives on TQM internalization. Furthermore, the results revealed a significant relationship between TQM internalization and internal benefits but not financial benefits.

**Internalization and Innovation.** A systematic review by Narula et al. (2019) highlights the role of internalization in fostering innovation within firms. Companies can better manage and integrate their resources by internalizing operations, leading to more effective innovation processes. This is particularly relevant for technology-driven industries where rapid innovation is crucial for maintaining competitiveness.

**Internalization in SMEs.** The internalization of small and medium-sized enterprises (SMEs) has been extensively studied, with findings indicating that internalization helps SMEs manage resources more effectively and improve their market responsiveness. A review by Hennart (2014) suggests that SMEs benefit from internalizing operations as it allows them to leverage their unique capabilities and adapt quickly to market changes.

Furthermore, the findings of the study by Miranda et al. (2018), the organizational variables of SMEs, such as membership and ownership structure, leadership, policies, systems and procedures, resource mobilization, linkages and networking, communication systems, and awards and recognition, were assessed to be all "good" and were found to have a significant relationship with the level of empowerment of rural communities with SMEs.

**Internalization in the Telecommunications Sector.** A study titled "Applying and Advancing Internalization Theory: The Case of Multinational Telecommunications Enterprises" by Narula, Asmussen, Chi, and Kundu (2019) explores the application of internalization theory to multinational telecommunications enterprises (MTEs). The study highlights how internalization theory provides a robust analytical framework for understanding the strategic decisions of MTEs, particularly in terms of entry mode choices, internal governance, and the bundling and recombination of assets across diverse contexts. Key findings include the importance of transaction cost considerations, quasi-internalization through strategic alliances, and the challenges of bounded rationality in decision-making processes. The study underscores the need for effective governance structures and the ability to bundle and recombine assets to enhance operational efficiency and competitive advantage.

**Strategic Planning Telecommunications Industry.** Mozny (2017) identifies the most frequent strategic element discussed in connection with the strategy in the telecommunication industry, which is market offering/value proposition, including its more detailed structure. Highly debated elements of market offering are Price and Product and their Features. On the other hand, Alharbi et al. (2019) revealed that most participating managers recognized the potential benefits of using strategic planning in their firms. Several significant factors that impacted the decision-making process of strategic planning from their study originated in Saudi Arabian firms.

In conclusion, effective strategic planning in the telecommunications industry requires a multifaceted approach that considers market value, knowledgeable employees, and customer needs. Telecommunications companies can enhance their competitive position by focusing on these areas and driving innovation and growth in an increasingly complex environment.

The impact of internalization within organizations is significant, influencing various aspects of employee behavior and organizational effectiveness. Research indicates that employees who internalize organizational values exhibit higher levels of engagement, which is linked to increased productivity and reduced turnover rates. For instance, Harter et al. (2002) found a strong relationship between employee engagement and business outcomes, suggesting that engaged employees contribute positively to organizational performance. Furthermore, internalization fosters a sense of commitment among employees. According to Meyer and Allen (1991), individuals who align their values with the organization are more likely to demonstrate commitment, which translates into enhanced job performance and a willingness to go above and beyond. Additionally, internalization plays a crucial role in driving innovation. Amabile (1996) argues that when employees feel strongly aligned with the organization's mission and values, they are more likely to contribute creatively, fostering an environment where innovation can thrive. Internalizing organizational values enhances individual performance and promotes a cohesive culture that drives overall success.

**Training and Development for Internalization.** Training and development programs are crucial for fostering employees' internalization of organizational values and culture. Effective onboarding is particularly important, as it helps new hires understand and assimilate into the organization's environment from the outset. Research by Klein et al. (2008) shows that structured onboarding processes facilitate employees' grasp of the organization's values and expectations, setting a solid foundation for long-term internalization. Continuous professional development further reinforces these values throughout an employee's tenure. Regular workshops, seminars, and leadership development initiatives create ongoing opportunities for employees to connect with the organizational culture.

Incorporating experiential learning methods, such as simulations and team-based projects, enhances internalization by actively engaging employees and allowing them to apply values in real-world scenarios. Reflection during these activities enables employees to assess their experiences and relate them to organizational norms. Additionally, effective feedback mechanisms, including peer feedback and performance reviews, reinforce the importance of these values and encourage employees to internalize them further. Finally, training programs should align with the organization's core values and consistently communicate these principles. Celebrating employees who exemplify these values can motivate others to embrace and internalize them, leading to improved performance and job satisfaction.

A well-structured approach to training and development is essential for embedding organizational culture and fostering a committed workforce.

These studies comprehensively understand how internalization impacts company performance, innovation, quality, and strategic management. They highlight the importance of internalizing operations to enhance efficiency, control, and competitiveness, which is particularly relevant for PLDT's internalization efforts in Cabanatuan City, Nueva Ecija.

### C. *Synthesis*

The research study comprehensively evaluates PLDT's current operations and strategic position in Cabanatuan City. It begins by outlining PLDT's presence in the area and examining market penetration, service offerings, and customer demographics. The study highlights the competitive landscape and technological advancements that enhance PLDT's services. The telecommunications industry in the Philippines plays a crucial role in connecting communities and driving economic growth, with ISPs like PLDT being pivotal in providing essential internet services across the country. Compared to other major ISPs in the region, PLDT stands out due to its extensive infrastructure and innovative service solutions. However, it faces stiff competition from companies like Globe Telecom and Converge ICT. Insights from customer satisfaction surveys indicate that while PLDT is appreciated for its strong network coverage, there are concerns regarding customer service and high operational costs, which are vital to address for improving customer retention.

Recent advancements in fiber optic technology and 5G networks are transforming the telecommunications landscape. PLDT's adoption of these technologies demonstrates its commitment to providing faster and more reliable internet connections. Local and national regulations significantly impact PLDT's operations, making it crucial to understand and navigate these regulations to maintain compliance and leverage growth opportunities. Examining successful internalization strategies from other companies, such as Globe Telecom's expansion into underserved areas, provides valuable lessons for PLDT, highlighting the importance of strategic partnerships and community engagement. Incorporating charts, graphs, and tables can effectively present data on market penetration, customer demographics, and service quality, making complex information more accessible and engaging.



Based on current trends, PLDT is well-positioned to expand its market share in Cabanatuan City. However, it must continue to innovate and improve customer service to stay competitive. The strategic plan emphasizes enhancing customer service, leveraging technology for better service delivery, and expanding market outreach. This plan focuses on adapting to local needs and fostering partnerships with stakeholders to strengthen PLDT's position in Cabanatuan City, ensuring sustainable growth and improved customer satisfaction in an increasingly competitive environment.

The SWOT analysis identifies key strengths, including PLDT's strong brand recognition, extensive infrastructure, and innovative service solutions, contributing to its competitive advantage. However, the study also points out weaknesses, such as high operational costs and customer service issues, that could hinder customer satisfaction and retention. Growth opportunities are significant, particularly in the increasing demand for digital services and potential partnerships with local businesses. Conversely, threats from rising competition and possible regulatory changes challenge its operations. The study proposes a strategic plan to enhance customer service, leverage technology for better service delivery, and expand market outreach. This plan emphasizes adapting to local needs and fostering partnerships with local stakeholders to strengthen PLDT's position in Cabanatuan City, ensuring sustainable growth and improved customer satisfaction in an increasingly competitive environment.

#### *D. Theoretical Framework*

This study was based on four significant theoretical frameworks, namely the SWOT Analysis, resource-based view, Porter's five forces framework, and Uppsala model, to provide insights and integrate several key theories to provide a comprehensive analysis into the internalization of PLDT in Cabanatuan City.

The SWOT Analysis framework is employed to identify and evaluate the internal strengths and weaknesses of PLDT and the external opportunities and threats it faces in Cabanatuan City. This analysis helps understand how PLDT can leverage its strong brand recognition, extensive infrastructure, and innovative service solutions while addressing high operational costs and customer service issues. By systematically evaluating these factors, the SWOT analysis provides insights into how PLDT can leverage its strengths and opportunities while addressing its weaknesses and threats to enhance its strategic position in Cabanatuan City.

Conversely, the Resource-Based View (RBV) focuses on PLDT's internal resources and capabilities as primary drivers of competitive advantage. According to RBV, resources that are valuable, rare, inimitable, and non-substitutable (VRIN) can provide a sustainable competitive advantage. By examining valuable, rare, inimitable, and non-substitutable resources, such as advanced technological infrastructure and skilled workforce, the study assesses how these assets contribute to PLDT's market leadership and operational efficiency. For instance, PLDT's advanced technological infrastructure and skilled workforce are valuable resources enhancing its service delivery. Proprietary technologies and exclusive partnerships are rare assets that provide a competitive edge. The unique organizational culture and long-standing market presence of PLDT are inimitable resources that competitors find difficult to replicate. Integrated service offerings that competitors cannot easily substitute further strengthen PLDT's position in the market. Applying RBV to PLDT, the study examines how these internal resources and capabilities contribute to its competitive advantage in Cabanatuan City, enabling it to deliver superior services and maintain market leadership.

Another important framework for this study is Porter's Five Forces framework, which is applied to analyze the competitive forces within the telecommunications industry in Cabanatuan City. This includes evaluating the threat of new entrants, the bargaining power of suppliers and customers, the threat of substitute products, and the intensity of industry rivalry. This analysis provides insights into the external environment and competitive pressures influencing PLDT's strategic decisions. The threat of new entrants is mitigated by high barriers to entry, such as significant capital requirements and regulatory constraints. PLDT's dependence on key technology providers and infrastructure suppliers influences suppliers' bargaining power. The bargaining power of customers is shaped by their demand for high-quality, affordable internet services. The threat of substitutes arises from alternative internet service providers and emerging technologies. Industry rivalry is characterized by intense competition among existing ISPs in Cabanatuan City. Using this framework, the study assesses the competitive environment in which PLDT operates, identifying the forces influencing its strategic decisions and market positioning.

Lastly, according to Hongzhou (2024), the Uppsala model is a theory that elucidates the internationalization process of firms as an incremental and experiential learning-driven endeavor. This model highlights the importance of incremental learning, market knowledge, and risk management as PLDT expands its operations and deeply integrates its services within the Philippines. The Uppsala Model explains how firms gradually increase their international involvement through incremental steps. Although traditionally applied to internationalization, its principles can be adapted to understand PLDT's internalization process within the domestic market. The internalization stages for PLDT include progressing from local operations to broader market integration within the Philippines. Building market knowledge and commitment through gradual expansion and learning is crucial for PLDT. Incremental learning involves adapting strategies based on experiences and feedback from different regions. Risk management is achieved by taking small, incremental steps in expanding operations. Applying the Uppsala Model, the study explores how PLDT can effectively internalize its operations in Cabanatuan City, leveraging incremental learning and risk management to enhance its market presence and operational efficiency.

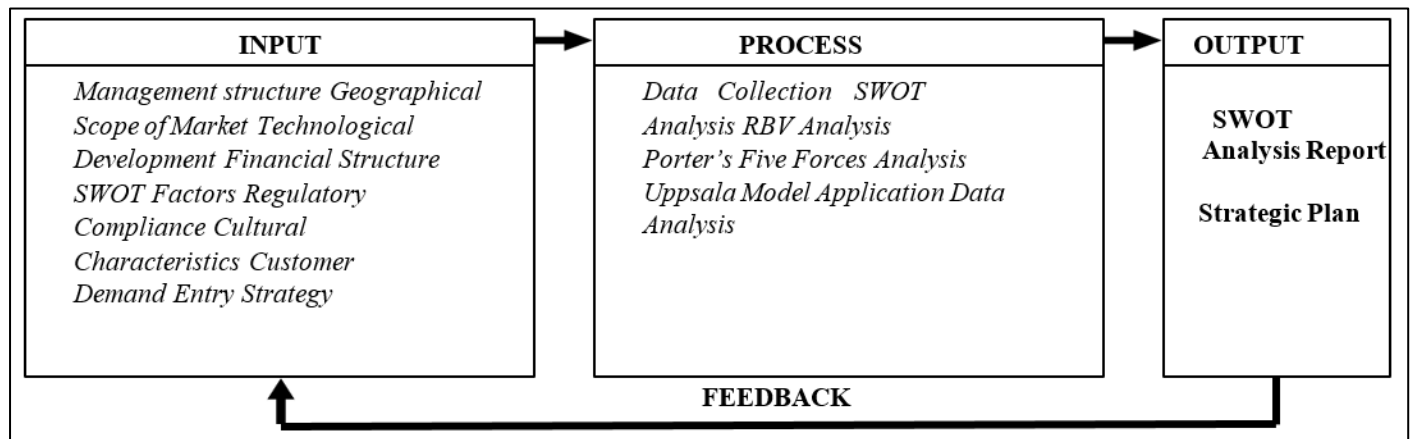


Fig 1: Research Paradigm

By integrating these theoretical frameworks, the study offers a robust foundation for analyzing PLDT's internalization strategy in Cabanatuan City. The combined insights from SWOT Analysis, RBV, Porter's Five Forces, and the Uppsala Model provide a comprehensive understanding of the internal and external factors influencing PLDT's strategic decisions, guiding the development of a strategic plan to ensure sustainable growth and competitiveness. The SWOT analysis identifies key strengths, including PLDT's strong brand recognition, extensive infrastructure, and innovative service solutions, contributing to its competitive advantage. However, the study also points out weaknesses, such as high operational costs and customer service issues, that could hinder customer satisfaction and retention. Growth opportunities are significant, particularly in the increasing demand for digital services and potential partnerships with local businesses. Conversely, threats from rising competition and possible regulatory changes challenge its operations.

In conclusion, the theoretical framework for this study integrates SWOT Analysis, Resource-Based View, Porter's Five Forces, and the Uppsala Model to provide a comprehensive analysis of PLDT's internalization strategy in Cabanatuan City. By leveraging these frameworks, the study offers valuable insights into the internal and external factors influencing PLDT's strategic decisions, guiding the development of a strategic plan to ensure sustainable growth and competitiveness. The combined insights from these frameworks provide a robust foundation for understanding and addressing the challenges and opportunities associated with PLDT's internalization efforts, ultimately contributing to the company's long-term success in the local market.

#### E. Research Problem

This study aims to evaluate the current status and conduct a SWOT analysis of PLDT's internalization efforts in Cabanatuan City. As a leading telecommunications provider in the Philippines, PLDT encounters various challenges and opportunities to expand its services within this locale.

➤ *The Research Seeks to Address the Following Key Issues:*

- *How May the Current Status of PLDT be Described in Terms of:*

- ✓ Management Structure
- ✓ Geographical Scope of Market within Cabanatuan City
- ✓ Technological Development
- ✓ Financial Structure

- *How May the Internalization of Operations of PLDT be Described in Terms of:*

- ✓ Strengths
- ✓ Weaknesses
- ✓ Opportunities
- ✓ Threats

- *How May the Factors that affect Internalization of Operations of PLDT be Described in Terms of:*

- ✓ Regulatory Compliance
- ✓ Cultural Characteristics or Differences
- ✓ Customer Demand
- ✓ Entry Strategy

- *What Strategic Plan May be Proposed as a Result of the Study?*

By addressing these questions, the study aims to comprehensively understand PLDT's internalization efforts and offer strategic recommendations to improve its operations and competitive edge in Cabanatuan City, Nueva Ecija.

#### F. *Scope and Delimitations*

This study focuses on PLDT's operational strategies and market presence in Cabanatuan City, Nueva Ecija, examining service offerings, customer engagement, and competitive positioning. It will conduct a SWOT analysis to identify strengths, weaknesses, opportunities, and threats related to PLDT's internalization efforts, ultimately providing insights for a strategic plan. Conversely, the delimitation of the study excludes factors beyond Cabanatuan City, such as PLDT's performance in other regions or countries, and concentrates solely on the telecommunications sector. Additionally, the study will not incorporate historical data before the current operational period, ensuring a focused analysis of recent developments and stakeholder perspectives.

The study was conducted in PLDT Inc, Cabanatuan City, Nueva Ecija, during the First Semester 2024.

#### G. *Significance of the Study*

The findings of this study may be beneficial to many sectors.

To the **PLDT Cabanatuan Management**. The SWOT analysis and market assessment insights can help PLDT's management make informed decisions regarding its operational strategies, service offerings, and competitive positioning in Cabanatuan City.

To **PLDT Inc**. Based on the study results, the PLDT company may gain insights and recommendations on how to improve its internationalization strategy and performance in Cabanatuan City and other branches.

To the **Employees**. Employees of PLDT can benefit from improved internal processes and strategies, leading to better job satisfaction, career development opportunities, and a more supportive work environment.

To the **Consumers**. By understanding PLDT's strengths and weaknesses, consumers can make more informed choices about their service providers, leading to improved service delivery as companies respond to customer needs.

To the **Competitors**. Other telecommunications providers in the area can gain insights into market trends and customer preferences, allowing them to adapt their strategies in response to PLDT's activities.

To the **Academic Community**. The study may contribute to the existing literature and knowledge on internationalization, especially in the context of telecommunication companies.

To the **Policy Makers and Regulators**. Policymakers and regulators may understand the challenges and opportunities of internationalization for telecommunications companies, enabling them to create policies that support growth and competition in the sector.

To the **Educational Institutions**. Universities in Cabanatuan City can benefit from enhanced telecommunications infrastructure and services, which can support educational programs and digital learning initiatives. Especially for students, enhanced telecommunications services can provide them with better access to online learning resources, educational materials, and communication tools, thereby improving their learning experiences and academic outcomes.

To the **Investors**. Potential investors can benefit from understanding PLDT's market position and growth opportunities, aiding in their decision-making regarding investments in the telecommunications sector in Cabanatuan City.

To the **Future Researchers**. The study can serve as a reference for further research in business strategy and telecommunications, contributing to the academic literature on market entry and internalization strategies.

#### H. *Definition of Terms*

➤ *The Following Terms Lend a Clearer Understanding of the Study. Thus, they are Defined Originally in this Study.*

- **Cultural Characteristics:** These are the unique qualities, behaviors, and traditions commonly observed within a specific group or community.
- **Customer Demand:** This term describes the interest and readiness of consumers to buy products or services at different price levels and within certain periods.
- **Entry Strategy:** This is a business's method or plan to enter a new market or expand its presence in a different geographic location.



- **Financial Structure:** This refers to the combination of various sources of funding that a company utilizes to support its operations, investments, and other activities.
- **Geographical Scope of a Market:** This term defines the range of the geographic area where a business conducts its operations, sells its products or services, and competes for customers.
- **Management Structure:** This describes the arrangement and hierarchy of organizational roles and responsibilities.
- **Opportunities:** A company can benefit from external elements in the business environment.
- **Regulatory Compliance:** This refers to the adherence to laws, regulations, guidelines, and standards relevant to an organization's operations and industry.
- **Strengths:** These are a business's internal qualities and capabilities that give it a competitive edge.
- **Technological Development:** This term refers to developing and enhancing technology to improve its capabilities, efficiency, and functionality over time.
- **Threats:** These external factors could pose risks or challenges to a business's success. Recognizing threats helps a company devise strategies to mitigate potential risks.
- **Weaknesses:** These are internal factors that may impede a business's performance or place it at a disadvantage compared to its competitors.
- **Market Value Proposition:** In marketing, a concise statement of the benefits a company delivers to customers who buy its products or services. It is a declaration of intent inside the company and in the marketplace.

## CHAPTER TWO METHODS AND PROCEDURES

This chapter presents the research design, locale, respondents, data-gathering procedures, data analysis techniques used in the study, and the ethical considerations to be considered.

### *A. Research Design*

This study utilized a qualitative and quantitative descriptive research design to offer a comprehensive insight that gathers information about individuals' experiences, beliefs, and attitudes through a survey questionnaire and face-to-face interviews with PLDT Inc., Cabanatuan City.

According to Manjunatha (2019), descriptive research is "aimed at casting light on current issues or problems through a process of data collection that enables them to describe the situation more completely than was possible without employing this method." In its essence, descriptive studies are used to describe various aspects of the phenomenon. In its popular format, descriptive research describes the characteristics and behavior of the sample population.

The quantitative descriptive research component focused on elucidating the company's present state and operational dynamics. Simultaneously, the case analysis approach provided a deeper exploration of the intricacies within the company's operations, facilitating a more nuanced and insightful analysis.

Simultaneously, this study offers a deeper exploration of the intricacies within the company's operations. This qualitative method allows for a more nuanced and insightful analysis, capturing the complexities and unique aspects of PLDT Inc.'s internalization strategies. By examining specific cases within the company, we can understand how internalization impacts various departments and functions.

A multifaceted data collection methodology was employed to gather the requisite data for this study. We distributed survey questionnaires to gather structured data and insights from participants efficiently. Additionally, face-to-face interviews were conducted to capture qualitative data, enabling a richer and more holistic understanding of PLDT Inc. Cabanatuan City.

By employing this blend of research methodologies, the study comprehensively examines the organization, shedding light on quantitative metrics and qualitative nuances that define its status and operations. This approach ensures a robust analysis, combining numerical data with detailed personal insights to offer a well-rounded perspective on internalization practices and their impacts.

### *B. Locale of the Study*

The study was conducted in the office of PLDT Sales and Service Center Cabanatuan City addresses marked as 1 and 2 in the figure, including pictures of the office and maps. The office is at General Tinio Street, Quezon District, Cabanatuan City, Nueva Ecija, 3100, Philippines. Operates every Monday to Saturday with 8:30 AM to 5:30 PM working hours.

Cabanatuan City is an ideal locale for PLDT due to its growing market, economic significance, strategic location, and diverse consumer base. By capitalizing on these factors, PLDT can enhance its service offerings, expand its reach, and solidify its position as a leading telecommunications provider in the region. PLDT Cabanatuan City serves as a key market for telecommunications services. The study would likely assess PLDT's presence, market strategies, competition, and customer satisfaction within this locale, providing insights into its operational effectiveness and areas for improvement.

Residents of Cabanatuan City exhibit diverse preferences regarding telecommunications services. Younger demographics may prioritize mobile data and social media connectivity, while businesses and professionals may seek reliable broadband for work and communication. Understanding these preferences is vital for providers to tailor their offerings effectively.

As businesses and residents increasingly rely on digital connectivity, the competition among telecom providers has intensified. While the demand for telecommunications services like PLDT is increasing, challenges such as service outages, customer service issues, and the digital divide in rural areas persist. Addressing these challenges is crucial for providers like PLDT to enhance customer satisfaction and loyalty. Furthermore, PLDT Cabanatuan City is near major transport routes and accessible to neighboring areas. This strategic location allows PLDT to expand its services within the city and surrounding regions, enhancing its overall market reach.

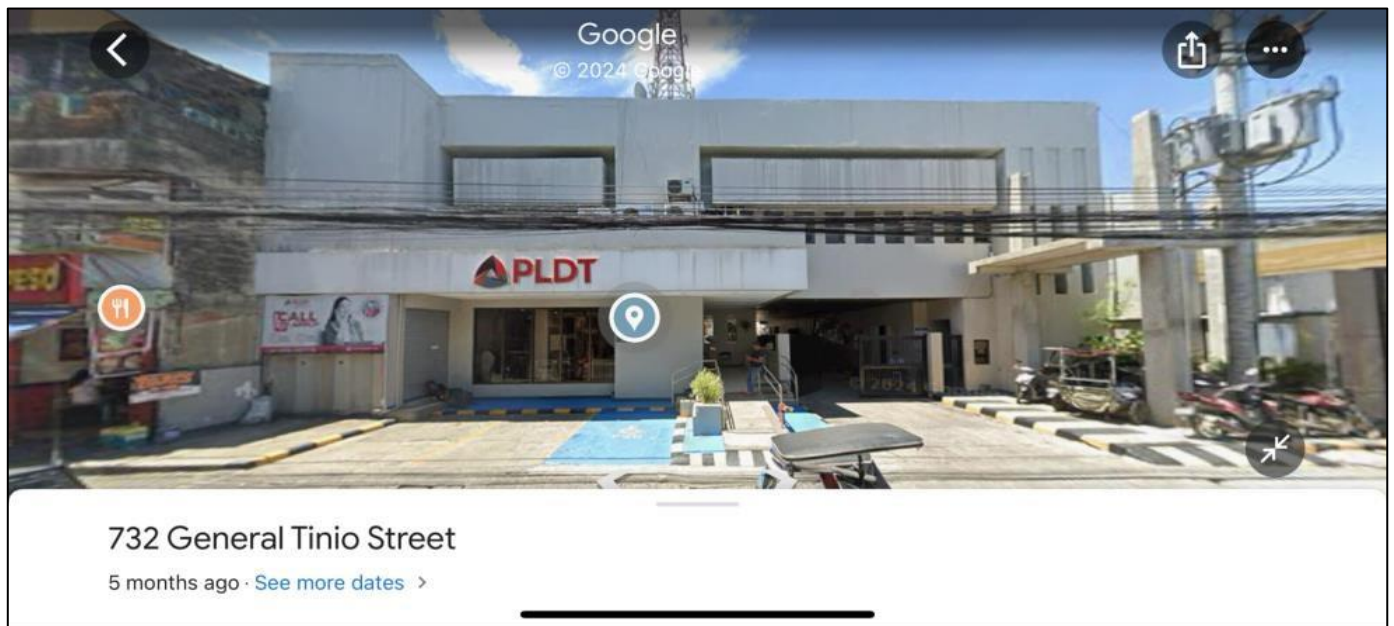


Fig 2: Front View of PLDT Cabanatuan City office.



Fig 3: The Map Where the PLDT Cabanatuan City is Located

*C. Respondents*

The respondents of the study are employees only from PLDT Cabanatuan City branch that involved in addressing internalization challenges. PLDT, like many large corporations, likely has a relatively balanced gender ratio, with both male and female employees in various departments. They involved gathering insights, feedback, and perspectives on a range of topics, including industry dynamics, corporate strategies and operations.

PLDT’s employees represent various departments and roles within the organization, ranging from customer service representatives and technicians to managers and administrative personnel. Their department namely Home Retail Management, East NL Fixed Field Services, Tarlac-Nueva Ecija-Aurora Consumer Business Fulfillment Zone and Service Facility Group. Each group of employees offers unique insights into the inner workings of the company, the challenges they face, and their interactions with customers and management.

The employees of PLDT in Cabanatuan City can be categorized into different department within the organization, each of whom provides valuable data for the study. Frontline employees, such as customer service agents and field technicians, offer insights into the company’s day-to-day operations, customer relations, and problem-solving strategies. They are often the first point of contact for customers, and their experiences can shed light on common customer concerns, service quality, and operational challenges.

Technical Support Staff and Field Technician are employees could range from recent graduates to those with several years of experience. Also, they likely hold a technical or IT-related degree and are skilled in troubleshooting issues related to PLDT's internet, landline, and digital services, Lastly, they are more likely employees working in the field to install or maintain services.

Management and administrative role, on the other hand, have a broader perspective on the organizational structure and strategies of PLDT Cabanatuan City. Since PLDT is a customer-facing company, most employees, especially in customer service, need to have excellent verbal and written communication skills. Employees often deal with customers, so politeness and clear communication are key.

They are often involved in the decision-making processes, resource allocation, and overseeing the performance of employees in their respective departments. The responses of these employees help paint a picture of the company's management style, internal communication, and the effectiveness of its policies and procedures.

Senior employees, such as general manager and department heads offer insights into the strategic vision of PLDT in Cabanatuan City. They are often involved in high-level decisions about expansion, service offerings, and customer engagement strategies. Their feedback is crucial for understanding how PLDT positions itself in the competitive telecommunications market and how it adapts to the needs of local communities.

PLDT employs people with a range of experience. Some may be just starting their careers, while others may have extensive experience in the telecommunications industry, especially in technical or managerial roles.

Table 1: Distribution of the Respondents

Company Sector	Frequency	Percentage
Home Retail Management Staff	14	36.84%
East NL Fixed Field Services	6	15.79%
Tarlac-Nueva Ecija- Aurora Consumer Business Fulfilment Zone	12	31.58%
Service Facility Group	6	15.79%
Total	38	100%

The sample size of the respondents comprised 38 participants with representation from various departments in Cabanatuan City. This includes 36.84% from the Home Retail Management which got the most participants, 15.79% from East NL Fixed Field Services, 31,58% from the Tarlac-Nueva Ecija-Aurora Consumer Business Fulfillment Zone and 15.79% from the Service Facility Group.

The distribution of respondents across these departments is intended to ensure a well-rounded and comprehensive perspective on the various facets of PLDT Cabanatuan City’s operations. This approach aims to provide a holistic and 360-degree view of the company.

*D. Data Gathering Instrument*

The researchers utilized a face-to-face interview and self-made questionnaire checklist to gather relevant data in this study. The first part of the instrument focused on the profile of the respondents, such as name and type of the respondent. The second part entails the variables to describe the internalization of operations of PLDT Cabanatuan City based on SWOT, while the last part includes the variables to describe the factors that affect the internalization of operations of PLDT Cabanatuan City.

The response mode used by the respondents to describe the internalization of operations and factors that affect the internalization of operations of PLDT Cabanatuan City was shown in Table 2.



Table 2: Response Mode

Numerical Response	Interpretation	Description
4	Strongly Agree	Survey participants completely agree with the statement. They express a strong conviction that the aspect being assessed holds significant importance, is highly effective, or has achieved success.
3	Agree	Survey participants somewhat agree with the statement. The opinion that the aspect being assessed is generally effective, important, or moderately successful.
2	Disagree	Survey participants somewhat disagree with the statement. They assert that the aspect being assessed is ineffective, unimportant, or lacks significance.
1	Strongly Disagree	Survey participants completely disagree with the statement. They firmly assert that the aspect being evaluated is highly ineffective, lacks importance, or is entirely unsuccessful.

When gathering data, PLDT Cabanatuan City's management preferring face-to-face interviews over collect and store sensitive information because of data privacy concerns. Face-to-face interviews are particularly important when the research requires rich, nuanced data, especially when the study involves sensitive topics or in-depth personal experiences. The personal interaction allows for immediate clarification, a deeper connection with respondents, and a greater ability to probe responses and ensure accurate data. While they can be more resource-intensive in terms of time and cost. Also, it can encourage respondents to share more honest, detailed, and personal information, which is especially important when researching sensitive topics. Respondents may feel more secure discussing personal or sensitive information face-to-face, knowing that the interaction is more private and the researchers is present to ensure confidentiality.

The instrument was tested of non-respondents of the study in PLDT Cabanatuan City to ensure the internal consistency of the items. For validation purposes, the questionnaire underwent a series of consultations with the professor. Upon approval of the questionnaire, we create approval letter addressed to General Manager of PLDT Cabanatuan City to have a formal permission to conduct survey questionnaire to their different department.

#### *E. Data Gathering Procedure*

To develop a comprehensive data gathering procedure for a study on the status and SWOT analysis of the internalization of PLDT in Cabanatuan City, it is important to follow a structured approach that ensures the collection of relevant, reliable, and actionable data. This procedure will help assess the company's operations in Cabanatuan City, identify internal strengths and weaknesses, and analyze external opportunities and threats. Ultimately, this data will be used to create a strategic plan for PLDT's further expansion and internalization in the region.

Upon approval of survey questionnaires from the professor, formal permission from General Manager to conduct the study to PLDT Cabanatuan City. After obtaining the necessary approvals, the researcher proceeded to conduct surveys with selected respondents from PLDT Cabanatuan City. A survey questionnaire was administered to the same group, it is solely in-person survey. This approach facilitated the comprehensive collection of data and information relevant to addressing the research problems.

In addition to the surveys, a significant aspect of the study involved an extensive review and analysis of documents related to PLDT Cabanatuan City 's internalization endeavors. This comprehensive examination served as a crucial component, offering valuable insights into the context of the research.

The research was methodically structured into two essential phases: data collection and interpretation. In the initial phase, a questionnaire checklist served as the primary tool to systematically gather information from the study's participants, ensuring a thorough coverage of the variables under investigation.

Transitioning to the second phase, which marked the culmination of the study, the researcher undertook the pivotal task of summarizing and interpreting the collected data. This stage involved a meticulous analysis aimed at identifying patterns, trends, and relationships within the dataset. The goal was to derive meaningful insights and draw conclusions from the raw data.

The interpretation process employed various statistical and analytical techniques, allowing the transformation of collected information into a coherent narrative. The findings were then presented in a descriptive format, offering a detailed and organized account of the study's results. Descriptive presentations utilized tables, charts, and graphs to enhance the clarity and understanding of the observed data patterns. This comprehensive research process ensured a methodical and insightful exploration of the research questions at hand.



Fig 4: Flowchart of the Data Gathering Procedure

*F. Data Analysis Techniques*

The data gathered was analyzed using the appropriate technique and statistical tools to give a substantial descriptive interpretation of the results and findings of the study:

- The status of PLDT Cabanatuan City in terms of management structure, geographical scope of market, technological development, and financial structure was presented and described textually and in tabular form.
- Weighted means was used to analyze the data gathered on the internalization of operations of PLDT Cabanatuan City in terms of strengths, weaknesses, opportunities and threats. The weighted mean from each statement in the survey questionnaire was scored and interpreted using the four-point Likert scale. Table 3 presents the scoring guide for each criterion.

Table 3: Scoring Guide for Internalization of Operations

Mean	Verbal Description	Interpretation
3.26-4.00	Strongly Agree	Participant’s responses reflect a high degree of agreement or satisfaction with the provided statements.
2.51-3.25	Agree	Participant’s responses suggest a moderate level of agreement or satisfaction with the provided statements.
1.76-2.50	Disagree	Participant’s responses convey a discernible level of disagreement or dissatisfaction with the provided statements.
1.00-1.75	Strongly Disagree	Participant’s responses convey a high level of disagreement or intense dissatisfaction with the provided statements.

- The analysis of data pertaining to the factors that affect internalization of operations of PLDT Cabanatuan City involved the use of a weighted mean. This statistical measure was applied to evaluate regulatory compliance, cultural characteristics, customer demand, and entry strategy identified in the survey questionnaire. Each statement in the questionnaire was assigned a score and interpreted utilizing a four-point Likert scale. Table 3 provides the scoring guide for each criterion, offering a structured reference for the interpretation of the weighted mean values associated with the survey statements.

- The findings/results of the study were used to propose a strategic plan for PLDT Cabanatuan City, Nueva Ecija.

### *G. Ethical Concerns*

During the conducting a research study, there are several important ethical concerns that researchers must consider to ensure the rights and well-being of participants are protected and the integrity of the research is maintained. Below are some of the key ethical concerns were taken into account:

Firstly, researchers must protect the personal information of participants and ensure that data is stored securely. Every effort was made to align with ethical principles and adhere to regulatory requirements, ensuring that the data shared served a legitimate purpose in advancing the study. Protecting participants' privacy helps build trust and reduces the risk of harm from breaches of confidentiality.

Secondly, a concern was given to safeguarding the confidentiality of the disclosed information. Researchers ensured that data is collected, stored, and analyzed in ways that protect company's confidentiality, are transparent, and meet ethical guidelines.

Thirdly, Researchers must ensure that participants are selected fairly and that no group is unfairly excluded or exploited. This includes avoiding biases related to race, gender, socioeconomic status, or other factors. Fairness in respondents' selection ensures that the benefits and burdens of research are equitably distributed across different groups, and helps prevent discrimination.

Lastly, researchers prioritized employee's awareness and consent. Participants must be fully informed about the nature, purpose, and potential risks of the study before they agree to participate. They should also be aware that their participation is voluntary and that they can withdraw at any time without penalty. Also, all relevant parties, including individuals or organizations associated with the disclosed information, were comprehensively informed about the situation. This transparent approach helped prevent potential disputes and legal liabilities, fostering trust and integrity throughout the research process.

## CHAPTER THREE

### RESULTS AND DISCUSSIONS

This chapter discussed the study's findings that have been analyzed and interpreted from the gathered data. Data was presented through tabular and textual forms to answer the questions raised in Chapter 1.

#### A. *The Status of PLDT Sales and Service Center in Cabanatuan City*

##### ➤ *Management Structure*

A management structure refers to the organization and hierarchy of roles and responsibilities within a company or any other type of organization. It outlines how authority, decision-making, and communication flow through different levels of the organization. PLDT, one of the Philippines' leading telecommunications companies, has a well-defined management structure designed to ensure effective governance and operational efficiency. PLDT's management structure is a hierarchical structure which includes: Top management, Middle Management and Non-Management Staffs. At the top is the Board of Directors, followed by the executive management team who are responsible for the overall strategic direction and governance, comprising a mix of executive, non- executive, and independent directors. The executive management team is led by the President and CEO, which handles day-to-day operations and implements strategic plans. This team includes various senior vice presidents and vice presidents managing different business aspects such as finance, operations, technology, and customer experience. To support the Board, PLDT has also established key committees like the Audit Committee, Risk Committee, Governance and Nomination Committee, and Executive Compensation Committee, which play crucial roles in maintaining the company's integrity and accountability. Then middle management of the company includes various departments and their respective General Managers and Unit Managers under them. Each level has specific roles and responsibilities, ensuring efficient governance and operational management. The Non-Management Staff of the company are the frontline workers, they are the individuals who are directly involved in the production, service delivery, and other core activities within the organization. Beneath the Board is the executive management team.

At the PLDT Cabanatuan Nueva Ecija Branch, the top management is led by the General Manager, who oversees four key departments as part of the middle management structure. These departments are Home Retail Management, East NL Fixed Field Services, Tarlac-Nueva Ecija Aurora Consumer Business Fulfilment Zone, and the Service Facility Group. Each department is managed by a Unit or Department Manager who supervises the non-management staff involved in the front-line delivery of services.

The Home Retail Management department focuses on providing retail services to home customers and is managed by a department head who oversees sales and customer service teams. The East NL Fixed Field Services department handles the installation, maintenance, and repair of fixed-line services, with a department head supervising field technicians and engineers. The Tarlac-Nueva Ecija Aurora Consumer Business Fulfilment Zone manages the fulfillment of consumer business services in specific regions, with a department head overseeing customer orders, service activations, and issue resolutions. Lastly, the Service Facility Group manages the physical facilities and infrastructure supporting PLDT's operations, with a department head supervising facility maintenance, security, and logistics. Each department manager reports to the General Manager, ensuring that departmental goals align with the overall objectives of the branch and the company, allowing for efficient operations and high-quality service delivery to customers.



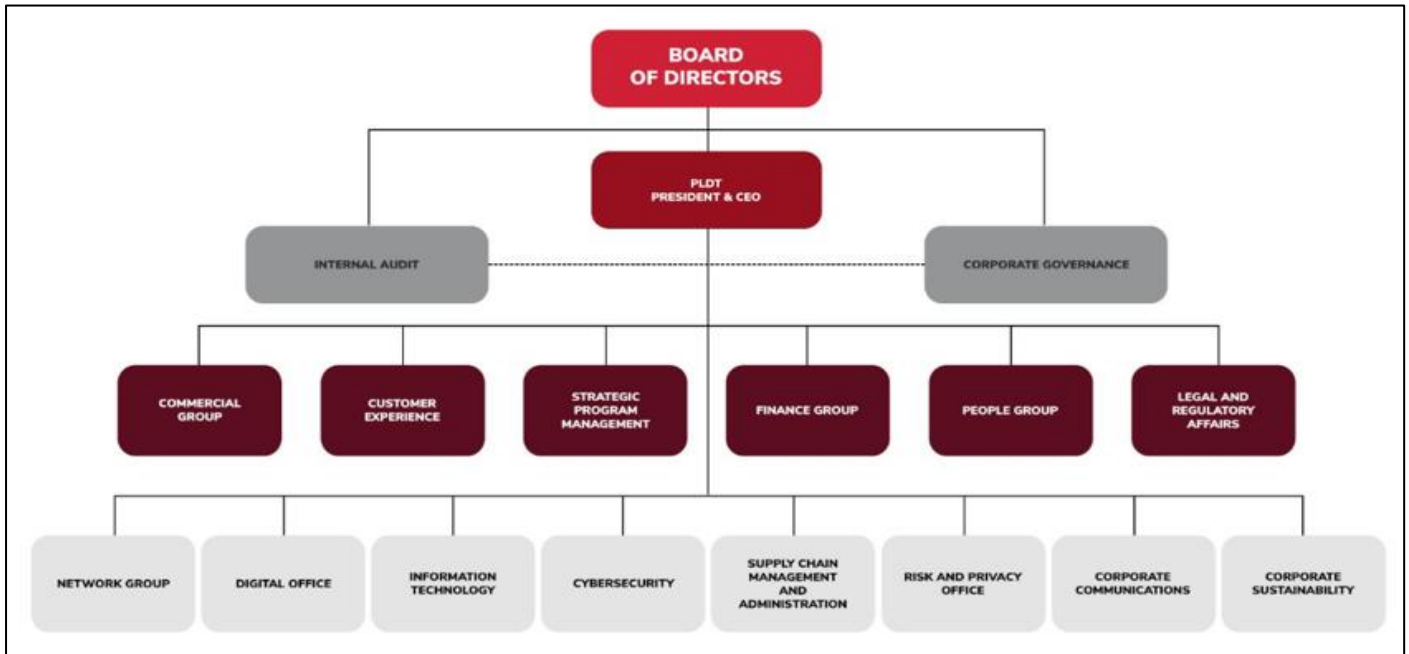


Fig 5: Organizational Chart of PLDT Inc.



Fig 6: Organizational Chart of PLDT Sales and Service Center in Cabanatuan City, Nueva Ecija

A clear organizational structure is important for a company's success. It can help employees understand their roles and responsibilities, reduce conflict, and boost productivity. Having a clear organizational structure in place allows companies to remain efficient and focused. It's one of the most important elements of a successful organization (Wong, 2024).

The organization structure at the PLDT Sales and Service Center in Cabanatuan City is efficient. It establishes a clear chain of command, ensuring accountability and efficient decision-making. Specialization within departments allows for focused expertise, while effective communication ensures directives and feedback are promptly conveyed. This structure also supports performance management, flexibility, and scalability, enhancing coordination and aligning departmental goals with the company's strategic objectives. Overall, it promotes efficient operations and high-quality service delivery, enabling the organization to respond swiftly to market changes and customer needs.

➤ *Geographical Scope of Market*

The geographical scope of a market refers to the specific territorial boundaries within which a company operates, providing its products or services and engaging in competition with other firms. This concept is crucial as it delineates the geographic area where interactions between suppliers and consumers occur, ensuring that all relevant commercial activities are effectively captured and analyzed within this defined space. According to Hongzhou (2024), the geographical scope can vary significantly across businesses, ranging from local to regional, national, and international levels. The breadth of this scope fundamentally influences a company's strategic decisions, marketing practices, and competitive dynamics as it aligns operations with the unique demands and opportunities presented within different geographical areas.

For instance, PLDT Inc., a prominent telecommunications company, exemplifies a diverse geographical scope by operating both locally and internationally. The company has strategically partnered with several global entities to fortify its international presence and expand its connectivity reach worldwide. By doing so, PLDT aims to strengthen its market position and tap into new customer bases across different countries, thereby enhancing its competitive edge. This strategic approach underscores the importance of understanding and leveraging geographical scope as a means to drive business growth and innovation on a global scale.

Conversely, at a more localized level, the PLDT Sales and Service Center situated in Cabanatuan City illustrates how geographical scope can be segmented within a smaller, defined area. This center specifically targets the southern part of Nueva Ecija and Aurora, tailoring its services to meet the localized needs of these communities. As per the PhilAtlas Census (2015), Cabanatuan City is regarded as the economic heart of Nueva Ecija, comprising 68,247 households that PLDT actively markets to, alongside numerous local business establishments.

These business establishments include a variety of sectors such as hospitals, schools, banks, malls, and government offices, indicating the breadth of PLDT's market engagement within this city. By focusing on these key establishments, PLDT not only serves individual households but also supports essential services and infrastructure within the community, underscoring the multifaceted nature of geographical market engagement.

In summary, the geographical scope of a market can drastically influence a company's operations and strategies. It determines the scale at which a business chooses to engage with its market, whether on a local, national, or international level, thereby affecting its reach and impact. Understanding this scope is critical for businesses like PLDT as they navigate different environments and customer demographics, ensuring they effectively meet the needs of diverse market segments.

➤ *Technological Development*

Technological development in telecommunications refers to the evolution and enhancement of infrastructure, services, and innovations aimed at improving communication capabilities (Law Insider, n.d.). These developments encompass the deployment of advanced networks such as fiber optic cables and 5G technology, which provide greater connectivity and speed. Additionally, it includes the expansion of services like data communication, multimedia communication, and cloud-based solutions. Innovations such as artificial intelligence and quantum communication are also part of this technological advancement, which ultimately aims to achieve greater global connectivity and improve user experience.

PLDT Inc. is resolutely committed to advancing digital inclusion and sustainability throughout the Philippines (PLDT, 2024). Recognizing the significance of bridging the digital divide, the company has launched various initiatives aimed at expanding its telecommunications services to remote and underserved communities. This proactive approach not only enhances connectivity in these areas but also fosters equitable access to information and communication technologies (ICT), empowering local populations to participate more fully in the digital economy.

Furthermore, PLDT has embraced a cloud-first strategy, partnering with companies like Amdocs to modernize its network operations (Amdocs, 2024). This involves integrating and automating its network processes on the public cloud, which enhances business agility and improves customer experience. The company's recent initiatives also include the rollout of Gigabit Fiber Plans, providing ultra-fast internet speeds up to 10 Gbps, designed to meet high bandwidth demands and support emerging smart home technologies.

One of the key strategies employed by PLDT is the establishment of partnerships with government agencies, non-profit organizations, and educational institutions. Through these collaborations, the company has introduced programs focused on digital literacy, which equip individuals with the necessary skills to effectively utilize technology in their daily lives. For instance, PLDT has initiated training workshops aimed at educating community members on basic internet usage, online safety, and digital tools for accessing essential services, which fosters a greater understanding of the benefits of connectivity. This was possible through the efforts of PLDT Cabanatuan Sales and Service Center which helped Cabanatuan City educators in the province of Nueva Ecija to explore new teaching methods (PLDT, 2023).

Furthermore, PLDT's commitment extends to promoting responsible digital lifestyles and environmental sustainability. The company has implemented e-waste recycling programs that encourage customers to responsibly dispose of their outdated electronic devices. This initiative not only contributes to environmental conservation by reducing electronic waste but also raises awareness about sustainable practices within the community. By engaging customers in these efforts, PLDT cultivates a sense of responsibility towards both technology use and environmental stewardship.

These advancements, coupled with strategic collaborations with global technology leaders like Equinix and Google Cloud, position PLDT at the forefront of digital innovation in the region (Telecom Review, 2024). By leveraging these partnerships, the company continues to enhance its service portfolio, offering comprehensive solutions to meet the evolving demands of its diverse customer base both locally and globally.

➤ *Financial Structure*

The financial structure of a company refers to the organization and composition of its financial resources and obligations, encompassing the mix of debt, equity, and other financial instruments it utilizes to support its operations and growth. This structure plays a crucial role in determining how a company finances its activities, manages risks, and achieves strategic objectives. The financial structure of PLDT Inc. predominantly reflects a diversified revenue model, emphasizing both telecommunications and digital services segments. The financial structure of PLDT Inc. has a significant impact on its overall financial health, risk profile, and cost of capital. PLDT Inc. is a publicly traded company with a market value of approximately PHP 300 billion as of the latest financial report. Last year, PLDT Inc. recorded a revenue of PHP 215.54 billion, and it aims to reach higher revenues in the current year. Table 5 shows the company's income statement for the past three years.

Table 4: PLDT Inc. Income Statement  
Unit: PHP Million

End Date	12/31/2023	12/31/2022	21/31/2021	12/31/2020	12/31/2019
Total Revenue	215,540	181,000	180,000	176,000	171,000
Gross Profit	86,770	90,000	88,000	85,000	83,000
Operating Profit	59,600	40,000	38,000	36,000	35,000
Net Income	26,770	25,000	24,000	23,000	22,000

Table 4 provides a detailed representation of the company's income statement over the last five years. This financial document offers insights into the company's revenues, expenses, and profits during the specified period. The income statement serves as a comprehensive snapshot of the company's financial performance, highlighting key metrics such as sales, costs of goods sold, operating expenses, and net income. By examining the trends and fluctuations in these figures over the three-year span, stakeholders can gain a nuanced understanding of the company's financial health and operational efficiency. On the other hand, Table 5 shows the company's balance sheet.

Table 5: PLDT Inc. Balance Sheet  
Unit: PHP Million

End Date	12/31/2023	12/31/2022	21/31/2021	12/31/2020	12/31/2019
Total Assets	500,000	490,000	480,000	470,000	460,000
Total Liabilities	323,160	300,000	290,000	280,000	270,000
Total Equity	176,840	200,000	200,000	200,000	200,000

Table 5 presents a comprehensive overview of the company's balance sheet, offering a detailed snapshot of its financial position at a specific point in time. This financial statement provides a breakdown of the company's assets, liabilities, and shareholders' equity.

Table 6: PLDT Inc. Cash Flow Statement  
Unit: PHP Million

End Date	12/31/2023	12/31/2022	21/31/2021	12/31/2020	12/31/2019
Cash from operating Activities	88,050	50,000	48,000	46,000	44,000
Cash from Investment Activities	-20,000	-22,000	-24,000	-26,000	-28,000
Cash from Financing Activities	12,100	10,000	12,000	14,000	16,000
Net Cash Changes	80,150	40,000	38,000	36,000	34,000

Table 6 offers a detailed presentation of the company's cash flow statement, a critical financial document that tracks the inflow and outflow of cash over a specified period. This statement is divided into three main sections—operating activities, investing activities, and financing activities—providing valuable insights into how the company generates and utilizes cash. Additionally, the overall cash position at the end of the period is presented, providing a clear picture of the company's liquidity. A positive cash balance indicates that the company has more cash on hand than its immediate obligations, enhancing its ability to cover short-term

liabilities and capitalize on opportunities. Conversely, a negative cash balance may signal a need for external financing or adjustments to operating strategies.

In Cabanatuan City, Nueva Ecija, the PLDT Sales and Service Center exemplifies how the company’s financial structure aligns with its broader strategic objectives while addressing specific local market demands. As a critical touchpoint for customers, the center provides a comprehensive range of services, including the sales of telecommunications products, customer support, and service activations. This localized approach enhances PLDT’s outreach and engagement, ultimately contributing to its overarching revenue goals through increased local sales and personalized customer interactions (PLDT, 2023). Moreover, the center plays an essential role in promoting digital literacy initiatives, equipping community members with crucial skills to effectively navigate the digital landscape. By fostering a competent user base, the center not only enhances customer acquisition and retention but also supports the long-term financial viability of PLDT’s operations in the region (PLDT, 2023). This combined focus on customer service and community engagement embodies PLDT’s commitment to social responsibility while reinforcing its financial objectives, ensuring continued growth and sustainability in the competitive Philippine market.

*B. The internalization of operations of PLDT Sales and Service Center in Cabanatuan City*

SWOT analysis is a strategic planning tool used to identify and evaluate the Strengths, Weaknesses, Opportunities, and Threats related to an organization, project, or business venture. This framework helps organizations understand their internal and external environments, allowing them to formulate strategies that leverage their strengths, address weaknesses, capitalize on opportunities, and mitigate threats.

SWOT analysis is a widely used method in strategic management due to its straightforward process and comprehensive insights. It fosters informed decision-making by encouraging strategic thinking and planning among management teams, providing a structured approach to identify and prioritize issues impacting the organization and facilitating the recognition of internal capabilities and external market conditions, which can guide future growth strategies.

The internalization of operations of PLDT Sales and Services in Cabanatuan City in terms of SWOT analysis is described below.

➤ *Strengths*

Strength refers to a resource or capability that an organization possesses, which can be effectively utilized to achieve its strategic objectives. According to Rowe et al. (2024), a strength encompasses various attributes that give an organization a competitive advantage in its industry. These strengths are vital for formulating strategic plans, as they provide the foundation upon which an organization can build its initiatives and overcome challenges.

The PLDT Sales and Service Center in Cabanatuan City exemplifies several notable strengths that enhance its internal operations and overall effectiveness. One of its key strengths is the highly skilled and customer-centric workforce that prioritizes personalized service and support, enabling it to cultivate strong relationships with customers in the region. This local workforce is well-versed in both the company’s products and the specific needs of the community, allowing for tailored solutions that drive customer satisfaction. Additionally, the center benefits from PLDT’s commitment to leveraging advanced technology and digital platforms, which streamline internal processes and improve service delivery. This technological integration not only enhances operational efficiency but also enables the center to offer a seamless experience for customers seeking assistance or information. Furthermore, the center has a strong reputation and brand loyalty within the local market, bolstered by PLDT’s extensive history in telecommunications. This established trust enhances customer retention and encourages new clientele to engage with the services offered. Lastly, the strategic alignment of the center’s operations with PLDT’s broader mission to enhance connectivity and foster digital literacy within the community underscores its role as a vital resource for local customers, reinforcing the company’s commitment to social responsibility and community engagement. These strengths collectively position the PLDT Sales and Service Center in Cabanatuan City as a critical hub for delivering high-quality telecommunications services while effectively responding to the evolving demands of the market. Table 7 shows the strength of the company.

Table 7: The Strengths of PLDT Sales and Services Center in Cabanatuan City

Strengths Descriptors	Weighted Mean	Std. Deviation	Interpretation
The company has a responsive customer service team that addresses customer inquiries and issues efficiently.	3.7632	.43085	Strongly Agree
The company continuously maintain a high-speed internet, which is crucial in a digital age today.	3.8947	.31101	Strongly Agree
The company has a high level of popularity and reputation in the market.	3.7895	.47408	Strongly Agree
The company offers a wide range of products including broadband, mobile plans, and enterprise solutions, catering to different customer needs.	3.8947	.31101	Strongly Agree
The company has been widely recognized in local or international by customers.	3.5789	.50036	Strongly Agree

The company provide more efficient tools that make it easier to transact the payment of the customers. The company engage in corporate social responsibility initiatives that support education, disaster response, and community welfare.	3.8684	.34257	Strongly Agree
The company established communication channels that facilitate effective information flow across departments.	3.6579	.48078	Strongly Agree
<b>Average Weighted Mean</b>	<b>3.8684</b>	<b>.34257</b>	<b>Strongly Agree</b>

The internalization of PLDT’s operations reflects notable strengths, as evidenced by respondents’ agreement with key statements. Among the items assessed, the highest mean score (M = 3.89, SD = 0.31) was observed for two statements: "The company continuously maintains high-speed internet, which is crucial in today's digital age," and "The company offers a wide range of products including broadband, mobile plans, and enterprise solutions, catering to different customer needs." This indicates that respondents strongly recognize PLDT's ability to provide essential internet services and diverse product offerings as core strengths.

Overall, the total mean score for strengths (M = 3.87, SD = 0.34) further supports the notion that PLDT’s internalized operations effectively address modern technological demands and cater to a broad customer base, emphasizing the company’s customer-focused and technologically advanced operations.

➤ *Weaknesses*

Weaknesses in an organization are factors that hinder its ability to perform at an optimal level, preventing it from achieving its full potential. These shortcomings can arise from various internal aspects, including inefficient processes, lack of resources, inadequate technology, or limited employee skills. According to Kenton (2024), addressing weaknesses is crucial for an organization to remain competitive, as they can lead to operational challenges, diminished customer satisfaction, and an inability to respond effectively to market demands. Identifying and acknowledging areas for improvement empowers organizations to develop targeted strategies for enhancement, ensuring that they remain agile and capable in a rapidly changing business environment. Moreover, by transforming weaknesses into strengths, companies can bolster their market position and enhance overall performance.

The PLDT Sales and Service Center in Cabanatuan City faces several notable weaknesses that impact its internal operations. One significant challenge is the reliance on outdated systems and processes, which can lead to inefficiencies in service delivery and response times for customer inquiries. This technological lag may hinder the center's ability to compete effectively with more agile competitors who leverage modern digital tools for improved customer engagement. Additionally, the center may experience limitations in training and upskilling its employees, which can affect staff performance and customer service quality. The need for continuous improvement in employee capabilities highlights the importance of investing in training programs to foster a more knowledgeable workforce. Furthermore, limited resources in terms of infrastructure and technological upgrades can impede operational efficiency, making it difficult for the center to keep pace with evolving customer expectations for seamless and high-quality service. Addressing these weaknesses is essential for the PLDT Sales and Service Center to enhance its performance, foster customer loyalty, and maintain competitiveness in the dynamic telecommunications landscape. Table 8 shows the weaknesses of the company.

Table 8: The Weaknesses of PLDT Sales and Services Center in Cabanatuan City

<b>Weaknesses Descriptors</b>	<b>Weighted Mean</b>	<b>Std. Deviation</b>	<b>Interpretation</b>
Customers may experience occasional outages and inconsistent service quality which causes customer dissatisfaction.	2.1579	1.00071	Disagree
Poor communication between departments (e.g., sales, customer service, and technical support) can lead to inconsistent product knowledge and service delivery.	2.7368	.89092	Agree
Some customers may find it challenging to modify their plans or switch services as their needs change.	1.7105	1.01096	Strongly Disagree
A slow pace of limited innovation in product development may result in outdated offerings that don’t meet evolving customer needs		1.04691	Agree
Information overload, employees might receive too much information at once, leading to confusion or important details being overlooked		1.10861	Agree
<b>Average Weighted Mean</b>	<b>2.3579</b>	<b>.80560</b>	<b>Disagree</b>

The internalization of PLDT’s operations reveals areas of weakness, particularly regarding product development. Among the items evaluated, the highest mean score for weaknesses (M = 2.66, SD = 1.05) was associated with the statement: “A slow pace of limited innovation in product development may result in outdated offerings that don’t meet evolving customer needs.” This suggests that while respondents recognize this issue, opinions are more varied compared to other statements in the assessment.



Overall, the total mean score for weaknesses ( $M = 2.36, SD = 0.81$ ) indicates a general disagreement with the identified weaknesses, reflecting that respondents perceive PLDT’s operations as adequately addressing many challenges, though innovation remains a concern.

➤ *Opportunities*

Opportunities identified within a SWOT analysis stem from the interplay between an organization’s strengths and weaknesses, as well as external elements that can enhance its competitive advantage. According to Raeburn (2024), these opportunities can arise from various sources, including market trends, technological advancements, and economic changes that present favorable conditions for growth and development. By capitalizing on existing strengths, such as a strong brand reputation or a dedicated workforce, organizations can explore avenues for innovation and expansion that may have been overlooked during initial assessments. Additionally, addressing weaknesses can open new possibilities for improvement, leading to enhanced operational efficiency and customer satisfaction. Recognizing external initiatives, such as government incentives or partnerships with other organizations, can further empower businesses to strengthen their market position and better serve their customers. Ultimately, a keen awareness of opportunities enables organizations to strategically align their resources and capabilities, facilitating long-term growth and success.

For the PLDT Sales and Service Center in Cabanatuan City, several promising opportunities exist that can enhance its operational effectiveness and competitive edge. With the increasing demand for reliable telecommunications services, particularly in the wake of accelerated digital transformation, the center can capitalize on expanding its service offerings to include enhanced broadband and mobile solutions tailored to meet customer needs. Additionally, the growing trend towards remote work and online learning presents a unique opportunity for PLDT to market specialized packages that provide stable internet connectivity for both individuals and businesses. Furthermore, the center can explore partnerships with local businesses and government initiatives aimed at promoting digital literacy and bridging the digital divide, thereby positioning itself as a community leader in technological empowerment. By investing in employee training programs and modernizing internal processes, the center can improve customer service quality and operational efficiency, ultimately enhancing its attractiveness to a broader customer base. These opportunities collectively position the PLDT Sales and Service Center to leverage its strengths effectively, improve weaknesses and thrive in a competitive telecommunications landscape. Table 9 shows the opportunities of the company.

Table 9: The Opportunities of PLDT Sales and Services Center in Cabanatuan City

Opportunities Descriptors	Weighted Mean	Std. Deviation	Interpretation
By establishing branches in international to find potential partners, we can expand market share and enhance brand influence.	3.1579	.94515	Agree
Establishing structured customer feedback allows employees to gather insights from customers, leading to service improvements.	3.7895	.47408	Strongly Agree
Investing in leadership and career development programs can help retain top talent and prepare employees for future roles.	3.8684	.41401	Strongly Agree
Offering tailored packages for remote workers and businesses can tap into the growing demand for reliable home internet services.	3.8947	.31101	Strongly Agree
By establishing partnership with well-known brands can foster innovation and expand product offerings, including bundled services to attract more customers.	3.7895	.41315	Strongly Agree
<b>Average Weighted Mean</b>	<b>3.7000</b>	<b>.38555</b>	<b>Strongly Agree</b>

The internalization of PLDT’s operations highlights significant opportunities, particularly in addressing the needs of remote workers and businesses. Among the items assessed, the highest mean score for opportunities ( $M = 3.89, SD = 0.31$ ) was associated with the statement: “Offering tailored packages for remote workers and businesses can tap into the growing demand for reliable home internet services.” This demonstrates a strong agreement among respondents that targeting these segments represents a promising growth avenue for PLDT.

The overall mean score for opportunities ( $M = 3.70, SD = 0.39$ ) reflects a robust perception that PLDT has considerable potential to expand its market share by leveraging such strategies.

➤ *Threats*

Threats identified in a SWOT analysis represent external challenges that can hinder an organization’s performance and success, distinguishing them from internal weaknesses that the organization can address. As outlined by Raeburn (2024), threats encompass a wide range of factors that may arise from the external environment, often beyond the organization's control. These could include economic downturns, changes in regulatory policies, shifts in consumer preferences, or increased competition within the industry. Organizations must remain vigilant and proactive in identifying these threats, as they can significantly impact market stability and organizational viability. By understanding the nature of these external challenges, businesses can develop contingency plans and strategic responses to mitigate risks, ensuring resilience while striving to maintain their competitive stance. Ultimately, recognizing and addressing threats is crucial for sustaining long-term growth and safeguarding organizational assets.

For the PLDT Sales and Service Center in Cabanatuan City, several external threats could potentially undermine its operations and market position. One significant threat is the intense competition from other telecommunications providers who may offer similar services at lower prices or with more attractive packages, thereby drawing potential customers away. Additionally, the ongoing economic uncertainty and fluctuations in consumer spending could lead to a decline in demand for telecommunications services, affecting the center's revenue. Furthermore, regulatory changes or new government policies in the telecommunications sector may impose compliance burdens or operational restrictions, creating challenges for the center's adaptability. The rapid pace of technological advancements also poses a threat, as failure to keep up with the latest trends and innovations could result in obsolescence, diminishing the center's relevance in the market. Lastly, external factors such as natural disasters or health crises, like pandemics, could disrupt operations and impact customer engagement, emphasizing the need for comprehensive disaster recovery and business continuity plans. Addressing these threats is essential for the PLDT Sales and Service Center to safeguard its position and ensure sustainable growth in an increasingly competitive landscape. Table 10 shows the threats of the company.

Table 10: The Threats of PLDT Sales and Services Center in Cabanatuan City

Threats Descriptors	Weighted Mean	Std. Deviation	Interpretation
Intense competition, the presence of other telecommunications providers can lead to pricing wars and pressure on service quality to stay competitive.	3.2105	.81067	Agree
Negative public perception including poor service experiences or negative media coverage can damage the company's reputation and affect customer loyalty.	3.3421	.81461	Strongly Agree
Infrastructure Challenges such as natural disaster can disrupt service delivery and impact customer satisfaction.	3.2368	.71411	Agree
Cultural differences in different cities or regions can lead to problems in management and operation.		.85507	Agree
New regulations or changes in telecommunications policies could impact operational practices or increase compliance costs.		.92845	Agree
<b>Average Weighted Mean</b>	<b>3.1789</b>	<b>.67989</b>	<b>Agree</b>

The internalization of PLDT's operations identifies notable threats, particularly concerning public perception and its impact on customer loyalty. Among the items evaluated, the highest mean score for threats ( $M = 3.34$ ,  $SD = 0.81$ ) was associated with the statement: "Negative public perception, including poor service experiences or negative media coverage, can damage the company's reputation and affect customer loyalty." This indicates that respondents strongly agree that maintaining a positive reputation is critical for PLDT to retain its competitive edge.

The overall mean score for threats ( $M = 3.18$ ,  $SD = 0.68$ ) suggests a general agreement that external factors, such as negative publicity and service-related challenges, pose risks to the company.

*C. The factors that affect the internalization of operations of PLDT Sales and Service Centers in Cabanatuan City, Nueva Ecija*

➤ *Regulatory Compliance*

In 2024, telecommunication companies face significant challenges related to telco fraud and regulatory compliance, emphasizing the critical need for robust strategies to safeguard their networks and protect customer data.

As noted by Pyrcek (2024), the rise of sophisticated fraud schemes, such as SIM swapping and phishing poses substantial threats to both the integrity of telecommunications networks and the security of sensitive customer information. In this landscape, companies must implement comprehensive fraud detection and prevention measures to mitigate risks associated with unlawful activities. Additionally, regulatory compliance is paramount, as telecom regulations are continuously evolving to address concerns surrounding consumer privacy and data protection. Companies must remain vigilant in aligning their operations with applicable laws, including the General Data Protection Regulation (GDPR) and other local regulations, to avoid penalties and maintain customer trust. By proactively addressing these dual concerns, telecommunication providers can not only safeguard their operations but also enhance their reputation and foster lasting relationships with customers in a competitive marketplace. The PLDT Sales and Service Center in Cabanatuan City places a strong emphasis on ensuring compliance with local regulations to facilitate smooth operations and uphold its commitment to lawful conduct. This involves adhering to various guidelines, including the Data Privacy Act, telecommunications regulations from the National Telecommunications Commission (NTC), as well as pertinent tax regulations that govern business operations in the region.

To support compliance, the company has established a formal intellectual property policy that protects its innovations and maintains its competitive edge through appropriate patents, trademarks, copyrights, and trade secrets. Furthermore, it is crucial to confirm that all employees are aware of the compliance policies relevant to their roles to ensure consistent adherence to these guidelines. The company also prioritizes adherence to tax regulations to ensure seamless operations and mitigate any tax-related risks, which can have far-reaching implications for its financial health.

In addition, maintaining compliance with anti-monopoly regulations is essential to avoid investigations related to monopolistic practices that could tarnish the company’s reputation. Finally, PLDT is committed to labor regulations to safeguard employee rights and prevent legal disputes arising from regulatory violations, thus promoting an equitable and compliant workplace culture. Through these multifaceted compliance efforts, the PLDT Sales and Service Center aims to enhance operational integrity and advance its overall corporate responsibility within the telecommunications sector. Table 11 presents the perception of PLDT Sales and Service Center’s employees on the regulatory compliance of the company.

Table 11: The Regulatory Compliance of PLDT Sales and Services Center in Cabanatuan City

<b>Regulatory Compliance Descriptors</b>	<b>Weighted Mean</b>	<b>Std. Deviation</b>	<b>Interpretation</b>
The company ensures compliance with local regulations in Cabanatuan City.	3.868	.34257	Strongly Agree
The company faces significant challenges in meeting regulatory requirements.	1.763	1.12548	Disagree
The company have a formal intellectual property (e.g. patents, trademark, copyrights, trade secret) policy in place?	3.736	.64449	Strongly Agree
Are all employees aware of the compliance policies relevant to their role?	3.894	.31101	Strongly Agree
The company adheres to tax regulations to ensure seamless operations and mitigate tax- related risks.	3.894	.31101	Strongly Agree
The company adheres to anti-monopoly regulations to ensure compliance and avoid investigations related to monopolistic practices.	3.842	.36954	Strongly Agree
The company cohere to labor regulations to ensure the protection of employee rights and to avoid legal disputes arising from regulatory violations.	3.868	.34257	Strongly Agree
<b>Average Weighted Mean</b>	<b>3.552</b>	<b>.21569</b>	<b>Strongly Agree</b>

The internalization of PLDT’s operations in terms of regulatory compliance is perceived positively by respondents. Among the items assessed, the highest mean score ( $M = 3.89$ ,  $SD = 0.31$ ) was observed for the statement: “The company adheres to tax regulations to ensure seamless operations and mitigate tax-related risks.” This indicates a strong agreement that PLDT’s compliance with tax regulations is a critical factor in maintaining operational stability and mitigating risks.

The overall mean score for regulatory compliance ( $M = 3.55$ ,  $SD = 0.22$ ) further reflects strong agreement, emphasizing that adherence to regulations is an integral component of PLDT’s internalized operations.

➤ *Cultural Characteristics*

Cultural characteristics encompass the unique attributes, habits, and behavioral patterns that a group of people collectively express within a society or community, as noted by Hongzhou (2024). These characteristics shape how individuals perceive and engage with one another and the world, influencing their values, beliefs, norms, and communication styles. Culture manifests in various elements, including language, traditions, customs, and social behaviors, thus creating a framework for interpersonal interactions and societal functioning. Understanding these cultural traits is essential for fostering harmonious relationships in diverse environments, as it allows individuals and organizations to navigate potential misunderstandings or conflicts arising from differing cultural perspectives. In a globalized world, the ability to appreciate and respect cultural differences is not only beneficial but increasingly necessary for effective communication and collaboration among diverse populations.

The cultural characteristics of the PLDT Sales Center in Cabanatuan City reflect a blend of Filipino values and organizational practices that greatly influence employee behavior and customer interaction. A strong sense of community is evident among the staff, fostering teamwork and collaboration, which enhances overall performance and service quality. The center prioritizes a customer-centric attitude; employees are trained to approach client interactions with positivity and patience, ensuring that customers feel valued and understood. Adaptability and resilience are also significant traits, as employees demonstrate flexibility in their roles, readily learning new skills and effectively tackling challenges presented by evolving market demands and technological changes. Collectively, these cultural traits shape the work environment at the PLDT Sales Center, promoting a productive atmosphere that aligns seamlessly with both organizational objectives and traditional Filipino cultural norms.



Table 12 presents the cultural characteristics that may affect the internalization of the company.

Table 12: The Cultural Characteristics of PLDT Sales and Service Center in Cabanatuan City

Cultural Characteristics Descriptors	Weighted Mean	Std. Deviation	Interpretation
The company understands and respects the cultural backgrounds associated with different languages.	3.657	.58246	Strongly Agree
Collectivism is highly valued rather than individualism, encouraging employees to work collaboratively as a team. This approach fosters a supportive work environment, enhances team cohesion, and drives collective success.	3.421	.55173	Strongly Agree
Decision-making processes are primarily centralized, ensuring swift and cohesive actions across the organization. This centralized approach enhances management control and operational efficiency, allowing for quick responses to market changes and strategic initiatives.	3.605	.54720	Strongly Agree
The company acknowledges significant differences in business etiquette, including meeting styles, establishing business relationships, and providing hospitality.	3.842	.36954	Strongly Agree
Employees in different regions may prioritize work safety and stability or personal growth and opportunities. PLDT understands these differences and attracts and retains excellent employees globally by providing competitive compensation and incentives.	3.763	.48958	Strongly Agree
<b>Average Weighted Mean</b>	<b>3.657</b>	<b>.36586</b>	<b>Strongly Agree</b>

The internalization of PLDT’s operations in terms of cultural characteristics or differences is viewed favorably by respondents. Among the items assessed, the highest mean score (M = 3.84, SD = 0.37) was attributed to the statement: “The company acknowledges significant differences in business etiquette, including meeting styles, establishing business relationships, and providing hospitality.” This indicates strong agreement that PLDT effectively recognizes and adapts to cultural nuances, which is crucial for fostering positive business relationships across diverse contexts.

The overall mean score for cultural characteristics or differences (M = 3.66, SD = 0.37) reflects a similarly strong consensus, highlighting the importance of cultural sensitivity in the company’s operations. Furthermore, the overall mean score for cultural characteristics or differences (M = 3.66, SD = 0.37) reflects a robust consensus among respondents on the importance of cultural sensitivity within the organization. This awareness and adaptability foster an inclusive work environment that not only values the unique backgrounds of employees but also enhances the quality of service provided to customers, thus contributing to PLDT's aim of delivering exceptional and culturally attuned customer experiences.

➤ *Customer Demand*

Customer demand refers to the desire and ability of consumers to purchase a particular product or service at a given price within a specific time frame. It is influenced by various factors, including consumer preferences, which shape the choices individuals make based on quality, brand, and features. Additionally, the law of demand illustrates the inverse relationship between price and demand, indicating that as prices decrease, demand tends to increase and vice versa (Varian, 2010). Income levels also play a critical role, as higher disposable income generally leads to increased demand for both essential and non-essential goods (Mankiw, 2014). Market trends and social influences, such as shifting consumer attitudes towards sustainability, can rapidly alter demand patterns as well (Kotler & Keller, 2016). Furthermore, certain products may experience seasonal demand fluctuations, reflecting changes in consumer behavior based on the time of year or external events (Gupta et al., 2018). Understanding customer demand is vital for businesses as it informs inventory management, marketing strategies, and overall operational planning to ensure alignment with consumer needs.

Identifying customer demand is vital for the PLDT Sales and Service Center in Cabanatuan City, as it allows the center to tailor its offerings to the unique preferences and needs of the local community. By understanding what customers are seeking in terms of services, pricing, and technological features, the center can develop targeted marketing approaches and enhance service delivery, which ultimately leads to increased customer satisfaction and loyalty. Additionally, recognizing customer demand helps the center effectively manage its resources, ensuring that staff are trained to provide the most relevant solutions and that inventory levels align with local preferences. In a competitive market, maintaining an awareness of customer demand enables the PLDT Sales and Service Center to differentiate itself by proactively responding to changing consumer behaviors, thus fostering a strong reputation within the community. Furthermore, an accurate assessment of customer demand supports better operational decisions, including promotions, new service offerings, and customer engagement strategies, which are essential for attracting and retaining customers in Cabanatuan City’s dynamic telecommunications landscape. Ultimately, identifying customer demand empowers the center to enhance its performance, effectively serve the community, and contribute to PLDT's overall success in the region.

Table 13 presents the customer demand that may affect the internalization of the company.

Table 13: The Customer Demand of PLDT Sales and Service Center in Cabanatuan City

Customer Demand Descriptors	Weighted Mean	Std. Deviation	Interpretation
With the rapid advancement of technology and the wide array of internet and telecommunication providers, customer needs are becoming increasingly diverse. PLDT is committed to understanding and meeting these evolving needs, ensuring that their services cater to the varied demands of their customers in Cabanatuan City.	3.868	.34257	Strongly Agree
The company actively works to enhance its brand image through exceptional service, and strong customer relationships to gain recognition and trust from customers in Cabanatuan City.	3.789	.47408	Strongly Agree
Committed to improving its talent training mechanisms to enhance the comprehensive quality of its employees, ensuring they are well- equipped to meet the demands of a diverse market.	3.789	.47408	Strongly Agree
The company has established effective risk management practices to address various challenges and uncertainties, ensuring the stability and resilience of its operations in Cabanatuan City.	3.789	.47408	Strongly Agree
The company focuses on fostering technological and managerial innovations to adapt to changing market demands and maintain its competitive edge in Cabanatuan City.	3.815	.39286	Strongly Agree
<b>Average Weighted Mean</b>	<b>3.810</b>	<b>.41836</b>	<b>Strongly Agree</b>

The internalization of PLDT’s operations in terms of customer demand is perceived as a key strength. Among the items assessed, the highest mean score (M = 3.87, SD = 0.34) was associated with the statement: “With the rapid advancement of technology and the wide array of internet and telecommunication providers, customer needs are becoming increasingly diverse. PLDT is committed to understanding and meeting these evolving needs, ensuring that their services cater to the varied demands of their customers in Cabanatuan City.” This reflects strong agreement that PLDT is effectively aligned with evolving customer demands, a critical factor in maintaining competitiveness.

The overall mean score for customer demand (M = 3.81, SD = 0.42) further emphasizes respondents' positive perception of PLDT's efforts to adapt and respond to technological advancements and diverse customer needs.

➤ *Entry Strategy*

According to Zinfi (n.d.), a market entry strategy involves identifying and analyzing the market, choosing the appropriate entry mode, developing a business model, and allocating resources effectively. Different strategies include exporting, licensing, franchising, joint ventures, or wholly-owned subsidiaries. The choice depends on market characteristics, company resources, goals, and external factors like regulation and competition.

An entry strategy is vital for PLDT Sales and Service Center in Cabanatuan because it facilitates informed decision-making and strategic planning aligned with the local market dynamics and consumer behavior. By understanding the competitive landscape and complying with regulatory requirements, PLDT can mitigate risks and establish operational stability. The strategy helps in resource allocation, ensuring efficient deployment of capital and technology tailored to local needs, and cultivates customer loyalty by delivering targeted, innovative services. Moreover, it supports the formation of strategic partnerships, enhancing credibility and aiding market penetration while aligning with corporate sustainability goals. Overall, a well-developed entry strategy ensures PLDT's successful market integration, fostering long-term growth and resilience in Cabanatuan. Table 14 presents the entry strategy that may affect the internalization of the company.

Table 14: The Entry Strategy of PLDT Sales and Service Center in Cabanatuan City

Entry Strategy Descriptors	Weighted Mean	Std. Deviation	Interpretation
The company employs strategic positioning to effectively enter and establish its presence in the competitive market of Cabanatuan City. This involves leveraging its strengths, addressing market needs, and differentiating its services to gain a competitive advantage.	3.815	.39286	Strongly Agree
Through strategic partnerships with international brands, PLDT enhances its brand value and competitiveness in the market. These collaborations help PLDT to deliver high- quality services and innovative solutions.	3.815	.45650	Strongly Agree

The company focuses on developing and implementing cutting-edge technologies such as latest tools, processes and software to enhance its services and meet the evolving needs of its customers.	3.868	.34257	Strongly Agree
Actively seeks to introduce highly skilled professionals with diverse backgrounds and expertise to enhance its workforce and drive innovation.	3.842	.36954	Strongly Agree
the company actively collaborates with global partners to leverage advanced technologies, share best practices, and improve service offerings in Cabanatuan City.	3.710	.51506	Strongly Agree
<b>Average Weighted Mean</b>	<b>3.810</b>	<b>.36301</b>	<b>Strongly Agree</b>

The internalization of PLDT’s operations in terms of entry strategy is perceived as highly effective. Among the items assessed, the highest mean score (M = 3.87, SD = 0.34) was attributed to the statement: “Committed to improving its talent training mechanisms to enhance the comprehensive quality of its employees, ensuring they are well-equipped to meet the demands of a diverse market.” This indicates strong agreement among respondents that PLDT prioritizes employee development as a foundational strategy for market entry and expansion.

The overall mean score for entry strategy (M = 3.81, SD = 0.36) further underscores respondents’ positive perception of PLDT’s commitment to equipping its workforce with the skills and knowledge required to excel in a competitive and diverse marketplace.

*D. Proposed Strategic Plan*

In order to enhance the operational efficiency and market presence of the PLDT Sales and Service Center in Cabanatuan City, this strategic plan outlines a comprehensive approach based on a detailed SWOT analysis and key operational factors. By leveraging the strengths identified in the SWOT analysis, such as a strong brand reputation and advanced technological infrastructure, the plan aims to build a solid foundation for growth. Addressing weaknesses, such as high operational costs and limited rural presence, will be crucial in optimizing resources and expanding market reach. Additionally, the plan identifies opportunities like the growing demand for high-speed internet and potential strategic partnerships, which can drive innovation and customer engagement. Finally, by mitigating threats such as intense competition and regulatory changes, the plan ensures a proactive stance in maintaining market leadership and operational resilience.

Table 15: Proposed Strategic Plan

Internalization of Operations	Objectives	Strategies	Responsible Person	Timeline	Expected Outcomes
<b>Strengths</b>	Maintain a competitive edge by continuously improving service quality and diversifying product offerings.	Invest in infrastructure to maintain high-speed internet and develop new product packages tailored to customer needs.	R&D Head Service Facility Head Marketing Head	6-12 months	We have increased customer satisfaction, retention, and market share due to superior service and product variety.
	Enhance customer experiences through advanced technologies and responsive service.	Implement AI-driven customer support systems to provide faster and more personalized service.		6-12 months	Improved customer satisfaction scores and reduced churn rates through efficient issue resolution.
<b>Weaknesses</b>	Limited Innovation in Product Development to Address gaps in innovation to meet evolving customer demands.	Establish a dedicated R&D team and foster an innovation culture within the organization.	R&D Head HR Head Marketing Head	3- 6 months	Introduction of innovative products that increase competitiveness and customer engagement.
	Varied Opinions on Challenges	Conduct targeted surveys and workshops to gather		3- 6 months	Enhanced operational efficiency and improved
	Identify and resolve specific operational challenges perceived by employees and customers.	feedback and implement solutions.			perception of the company’s adaptability.

<b>Opportunities</b>	Capture emerging markets by catering to remote workers and SMEs.	Launch tailored internet packages that include features like cyber security and cloud storage.	Marketing Head Sales Head Service Facility Head	6 - 12months	We increased revenue and customer acquisition in the remote work and SME sectors.
	Expand into underserved or growing regions to capture a larger market share.	Adapt services to regional needs and launch culturally relevant marketing campaigns.			Strengthened brand presence and higher sales in new territories.
<b>Threats</b>	Improve public Perception and customer loyalty.	Launch PR campaigns highlighting success stories and enhancing customer service channels.	Marketing Head Sales Head	3-6 months	Improved brand reputation and stronger customer trust.
	Differentiate PLDT from competitors by offering unique value propositions.	Bundle services with exclusive features and monitor competitor pricing to adjust offerings.			Higher customer retention rates and competitive advantage in pricing and service quality.
<b>Regulatory Compliance</b>	Ensure seamless operations through strict adherence to regulatory standards.	Strengthen compliance monitoring and conduct regular training on evolving regulations.	Regulatory Head HR Head	3 months	Reduced risk of legal issues and uninterrupted business operations.
	Enhance the company's ability to operate in culturally diverse markets.	Provide cross-cultural training for employees and establish a cultural advisory team.			We have improved customer relationships and smoother business operations in diverse contexts.
<b>Cultural Characteristics</b>	Enhance the company's ability to operate in culturally diverse markets.	Provide cross-cultural training for employees and establish a cultural advisory team.	HR Head	3-6 months	We have improved customer relationships and smoother business operations in diverse contexts.
<b>Customer Demand</b>	Meet evolving customer demands effectively to maintain market competitiveness.	Utilize data analytics to track preferences and adapt offerings dynamically.	Marketing Head Sales Head IT Head	3-6 months	Increased customer satisfaction and adaptability to market changes.
<b>Entry Strategy</b>	Equip employees with the skills needed for successful market entry and expansion.	Strengthen onboarding and training programs while forming partnerships with local businesses.	HR Head	3-6 months	Efficient entry into new markets with a skilled workforce and established local connections.

## CHAPTER FOUR

### SUMMARY, CONCLUSIONS, AND RECOMMENDATIONS

This chapter presented the findings from which the conclusions and recommendations were derived.

#### A. Summary of Findings

The study's overview centers on assessing the current practices, challenges, and strategies for improving remote work flexibility and its influence on employee productivity at PLDT Inc. in Cabanatuan City, culminating in formulating actionable recommendations. The summarized findings are presented below:

##### ➤ *Organizational Structure and Operational Practices*

PLDT Inc. in Cabanatuan City exhibits a hierarchical organizational structure with clear reporting lines and streamlined communication channels that support operational efficiency. The company's adoption of hybrid work models combines on-site and remote work setups to enhance employee satisfaction and overall productivity. Key operational strategies include deploying advanced technological tools, ensuring stable communication networks, and fostering a supportive work culture aligned with their vision for adaptability and growth.

##### ➤ *Remote Work Implementation*

PLDT Inc. has implemented remote work flexibility policies that allow employees to balance professional and personal responsibilities. These policies are supported by investments in digital infrastructure, including collaboration tools, secure data access protocols, and productivity monitoring systems. Regular feedback mechanisms and employee surveys indicate that flexibility positively affects work-life balance and employee morale.

##### ➤ *Influencing Factors*

The study identified several factors impacting the effectiveness of remote work flexibility at PLDT Inc. These include technological readiness, communication effectiveness, employee engagement, and managerial support. Additionally, external factors such as local regulatory frameworks and internet reliability play a role in shaping the outcomes of remote work initiatives. The company has also recognized the importance of continuous training and development to optimize workforce capabilities in a remote setting.

##### ➤ *Strategic Recommendations*

To sustain and enhance employee productivity, PLDT Inc. is poised to implement a strategic plan addressing remote work challenges and opportunities. Key objectives include refining remote work policies, ensuring technological upgrades, fostering a culture of trust and accountability, and enhancing managerial competencies for remote team management. Specific strategies involve increasing investments in IT infrastructure, introducing flexible work schedules, strengthening employee engagement programs, and continuously evaluating the impact of remote work on performance metrics. The plan includes immediate actions, medium-term initiatives for the next 6-12 months, and a framework for ongoing assessment and refinement to ensure adaptability, resilience, and sustainable success.

#### B. Conclusions

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

##### ➤ *Organizational Structure and Operations*

PLDT Inc. demonstrates an effective organizational structure and operational strategies supported by advanced technological tools and hybrid work models, collectively enhancing productivity and employee satisfaction. These efforts position the company for sustained success in an evolving telecommunications landscape.

##### ➤ *SWOT Analysis for Strategic Alignment*

PLDT Inc. utilized a comprehensive SWOT analysis to identify its strengths, address weaknesses, capitalize on emerging opportunities, and mitigate potential threats. While the organization has made significant progress in remote work flexibility, it must continue to address challenges, such as technological and infrastructural limitations, to sustain productivity and maintain its competitive advantage.

##### ➤ *Remote Work Flexibility and Employee Productivity*

PLDT Inc. has effectively implemented remote work strategies by ensuring regulatory compliance, fostering a culture of trust, and addressing diverse workforce needs. These efforts have enhanced employee satisfaction and work-life balance and strengthened the company's adaptability to external challenges, ensuring continued productivity in a dynamic work environment.

➤ *Strategic Recommendations for Continuous Improvement*

PLDT Inc.'s proposed strategic plan provides a robust framework for addressing current challenges and seizing growth opportunities. By refining remote work policies, upgrading digital infrastructure, and enhancing managerial capabilities, the company can adapt to future workforce demands and maintain sustained success in a competitive telecommunications market.

C. *Recommendations*

Based on the results of the study and the conclusions drawn, the following recommendations were offered:

➤ *Strengthen Hybrid Work and Technological Strategies*

PLDT Inc. may continue refining its hybrid work models and investing in cutting- edge technologies to maintain a strategic advantage and long-term success in the highly competitive telecommunications market.

➤ *Address Key Challenges Identified in the SWOT Analysis*

The company may prioritize resolving identified weaknesses, such as infrastructural gaps and employee adaptability challenges while leveraging opportunities and mitigating threats to ensure sustained productivity and a competitive edge in remote work practices.

➤ *Enhance Regulatory Compliance and Workforce Diversity Initiatives*

PLDT Inc. may focus on meticulous adherence to labor and data protection regulations while fostering an inclusive and culturally intelligent environment to maximize employee satisfaction, enhance productivity, and strengthen global competitiveness.

➤ *Implement a Strategic Roadmap for Continuous Improvement*

The company is strongly advised to adopt the proposed strategic plan, ensuring a well-defined roadmap with clear timelines, measurable goals, and appropriate resource allocation. Regular reviews and updates may optimize the plan to align with evolving workforce demands and organizational objectives.



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## APPENDICES

### APPENDIX A

#### SAMPLE LETTER ON DATA GATHERING

October 28, 2024

MR. RUEL C. BRUAL

Manager PLDT, Inc.

Gen. Tinio St., Cabanatuan City, Nueva Ecija Dear Sir:

Greetings of peace and prosperity!

We are students in the Master of Business Administration program at Nueva Ecija University of Science and Technology, and we are conducting research titled “STATUS AND SWOT ANALYSIS OF THE INTERNALIZATION OF PLDT IN CABANATUAN CITY: BASIS FOR STRATEGIC PLAN.”

In line with this, we humbly solicit your support by allowing us to conduct a survey though the attached copy of instruments for data collection and interview regarding your organization and your current status in the market and to conduct a SWOT Analysis of your internalization efforts as a telecommunications provider.

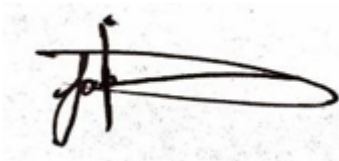
Rest assured that the requested data will be strictly for research purposes only and will be kept with utmost confidentiality.

Thank you very much in anticipation that this request merits your most favorable response. Very sincerely yours,

Researchers:



LUZ CLARITA A. ANSELA



JAKE ERNAN S. ALQUIROZ



GIA VANESSA G. BALANZA

Noted by:



NOEL B. AGUSTIN, PhD

Adviser

**APPENDIX B**  
**RESEARCH INSTRUMENT**

Dear Respondents :

Greetings!

Kindly review the instructions thoroughly and ensure a clear understanding of the survey's purpose and the guidelines for its completion before initiating. Respond truthfully to each item, as your honest and precise answers are crucial for the survey's significance and value. Maintain consistency and refrain from skipping any questions. Endeavor to answer all inquiries to the best of your capability, as your active participation in this study is integral to the success of this meaningful academic endeavor. Thank you.

The Researchers

➤ *PART I. Profile of the Respondents*

Name of Respondent (optional): \_\_\_\_\_ Type of Respondent (check the circle):

- Home Retail Management Business Fulfilment Zone
- East NL Fixed Field Services
- Tarlac-Nueva Ecija Aurora Consumer
- Service Facility Group

➤ *PART II. Internalization of operations of PLDT Cabanatuan City, Nueva Ecija*

Read instruction carefully. **Check** the number that corresponds to your given assessment. Remember that your responses are typically confidential, so feel free to answer without concern for judgment.

Please use the following Likert Scale in answering the question:

Numerical Response	Interpretation	Description
4	Strongly Agree	Survey participants completely agree with the statement. They express a strong conviction that the aspect being assessed holds significant importance, is highly effective, or has achieved success.
3	Agree	Survey participants somewhat agree with the statement. The opinion that the aspect being assessed is generally effective, important, or moderately successful.
2	Disagree	Survey participants somewhat disagree with the statement. They assert that the aspect being assessed is ineffective, unimportant, or lacks significance.
1	Strongly Disagree	Survey participants completely disagree with the statement. They firmly assert that the aspect being evaluated is highly ineffective, lacks importance, or is entirely unsuccessful.

<b>STRENGTHS</b>		<b>4</b>	<b>3</b>	<b>2</b>	<b>1</b>
1	The company has a responsive customer service team that addresses customer inquiries and issues efficiently.				
2	The company continuously maintain a high-speed internet, which is crucial in a digital age today.				
3	The company has a high level of popularity and reputation in the market.				
4	The company offers a wide range of products including broadband, mobile plans, and enterprise solutions, catering to different customer needs.				
5	The company has been widely recognized in local or international by customers.				
6	The company provide more efficient tools that make it easier to transact the payment of the customers.				
7	The company engage in corporate social responsibility initiatives that support education, disaster response, and community welfare.				
8	The company established communication channels that facilitate effective information flow across departments.				
<b>WEAKNESSES</b>		<b>4</b>	<b>3</b>	<b>2</b>	<b>1</b>
1	Customers may experience occasional outages and inconsistent service quality which causes customer dissatisfaction.				
2	Poor communication between departments (e.g., sales, customer service, and technical support) can lead to inconsistent product knowledge and service delivery.				
3	Some customers may find it challenging to modify their plans or switch services as their needs change.				
4	A slow pace of limited innovation in product development may result in outdated offerings that don't meet evolving customer needs.				
5	Information overload, employees might receive too much information at once, leading to confusion or important details being overlooked				
<b>OPPORTUNITIES</b>		<b>4</b>	<b>3</b>	<b>2</b>	<b>1</b>
1	By establishing branches in international to find potential partners, we can expand market share and enhance brand influence.				
2	Establishing structured customer feedback allows employees to gather insights from customers, leading to service improvements.				
3	Investing in leadership and career development programs can help retain top talent and prepare employees for future roles.				
4	Offering tailored packages for remote workers and businesses can tap into the growing demand for reliable home internet services.				

5	By establishing partnership with well-known brands can foster innovation and expand product offerings, including bundled services to attract more customers.				
	<b>THREATS</b>	<b>4</b>	<b>3</b>	<b>2</b>	<b>1</b>
1	Intense competition, the presence of other telecommunications providers can lead to pricing wars and pressure on service quality to stay competitive.				
2	Negative public perception including poor service experiences or negative media coverage can damage the company’s reputation and affect customer loyalty.				
3	Infrastructure Challenges such as natural disaster can disrupt service delivery and impact customer satisfaction.				
4	Cultural differences in different cities or regions can lead to problems in management and operation.				
5	New regulations or changes in telecommunications policies could impact operational practices or increase compliance costs.				

➤ *PART III. Factors that Affect the Internalization of Operations of PLDT Cabanatuan*

Read instruction carefully. **Check** the number that corresponds to your given assessment. Remember that your responses are typically confidential, so feel free to answer without concern for judgment.

Please use the following Likert Scale in answering the question:

Numerical Response	Interpretation	Description
4	Strongly Agree	Survey participants completely agree with the statement. They express a strong conviction that the aspect being assessed holds significant importance, is highly effective, or has achieved success.
3	Agree	Survey participants somewhat agree with the statement. The opinion that the aspect being assessed is generally effective, important, or moderately successful.
2	Disagree	Survey participants somewhat disagree with the statement. They assert that the aspect being assessed is ineffective, unimportant, or lacks significance.
1	Strongly Disagree	Survey participants completely disagree with the statement. They firmly assert that the aspect being evaluated is highly ineffective, lacks importance, or is entirely unsuccessful.

	<b>REGULATORY COMPLIANCE</b>	<b>4</b>	<b>3</b>	<b>2</b>	<b>1</b>
1	The company ensures compliance with local regulations in Cabanatuan City.				
2	The company faces significant challenges in meeting regulatory requirements.				
3	The company have a formal intellectual property (e.g. patents, trademark, copyrights, trade secret) policy in place?				
4	Are all employees aware of the compliance policies relevant to their role?				
5	The company adheres to tax regulations to ensure seamless operations and mitigate tax-related risks.				
6	The company adheres to anti-monopoly regulations to ensure compliance and avoid investigations related to monopolistic practices.				
7	The company cohere to labor regulations to ensure the protection of employee rights and to avoid legal disputes arising from regulatory violations.				
	<b>CULTURAL CHARACTERISTICS</b>				
1	The company understands and respects the cultural backgrounds associated with different languages.				
2	Collectivism is highly valued rather than individualism, encouraging employees to work collaboratively as a team. This approach fosters a supportive work environment, enhances team cohesion, and drives collective success.				
3	Decision-making processes are primarily centralized, ensuring swift and cohesive actions across the organization. This centralized approach enhances management control and operational efficiency, allowing for quick responses to market changes and strategic initiatives.				
4	The company acknowledges significant differences in business etiquette, including meeting styles, establishing business relationships, and providing hospitality.				
5	Employees in different regions may prioritize work safety and stability or personal growth and opportunities. PLDT understands these differences and attracts and retains excellent employees globally by providing competitive compensation and incentives.				

<b>CUSTOMER DEMAND</b>					
1	With the rapid advancement of technology and the wide array of internet and telecommunication providers, customer needs are becoming increasingly diverse. PLDT is committed to understanding and meeting these evolving needs, ensuring that their services cater to the varied demands of their customers in Cabanatuan City.				
2	The company actively works to enhance its brand image through exceptional service, and strong customer relationships to gain recognition and trust from customers in Cabanatuan City.				
3	Committed to improving its talent training mechanisms to enhance the comprehensive quality of its employees, ensuring they are well-equipped to meet the demands of a diverse market.				
4	The company has established effective risk management practices to address various challenges and uncertainties, ensuring the stability and resilience of its operations in Cabanatuan City.				
5	The company focuses on fostering technological and managerial innovations to adapt to changing market demands and maintain its competitive edge in Cabanatuan City.				
<b>ENTRY STRATEGY</b>					
1	The company employs strategic positioning to effectively enter and establish its presence in the competitive market of Cabanatuan City. This involves leveraging its strengths, addressing market needs, and differentiating its services to gain a competitive advantage.				
2	Through strategic partnerships with international brands, PLDT enhances its brand value and competitiveness in the market. These collaborations help PLDT to deliver high-quality services and innovative solutions.				
3	The company focuses on developing and implementing cutting- edge technologies such as latest tools, processes and software to enhance its services and meet the evolving needs of its customers.				
4	Actively seeks to introduce highly skilled professionals with diverse backgrounds and expertise to enhance its workforce and drive innovation.				
5	the company actively collaborates with global partners to leverage advanced technologies, share best practices, and improve service offerings in Cabanatuan City.				

**APPENDIX C  
STATISTICIAN'S CERTIFICATE**

**CERTIFICATE**

This is to certify that the Research Data for the study entitled STATUS AND SWOT ANALYSIS OF THE INTERNALIZATION OF PLDT IN CABANATUAN

CITY.: BASIS FOR STRATEGIC PLAN from Masters in Business Administration program has been checked, analyzed, and interpreted by the undersigned.



**JASMINE S. CLEMENTE, Rpm**

*Statistician*

**Date: November 22, 2024**



### APPENDIX D DESCRIPTIVE STATISTICS

Descriptive Statistics

N		Mean	Std. Deviation
VAR00009	38	3.7632	.43085
VAR00010	38	3.8947	.31101
VAR00011	38	3.7895	.47408
VAR00012	38	3.8947	.31101
VAR00013	38	3.5789	.50036
VAR00014	38	3.8684	.34257
VAR00015	38	3.6579	.48078
VAR00016	38	3.8684	.34257
VAR00017	38	3.7895	.26810
Valid N (listwise)	38		

Descriptive Statistics

N		Mean	Std. Deviation
VAR00023	38	2.1579	1.00071
VAR00024	38	2.7368	.89092
VAR00025	38	1.7105	1.01096
VAR00026	38	2.6579	1.04691
VAR00027	38	2.5263	1.10861
VAR00028	38	2.3579	.80560
Valid N (listwise)	38		

Descriptive Statistics

N		Mean	Std. Deviation
VAR00034	38	3.1579	.94515
VAR00035	38	3.7895	.47408
VAR00036	38	3.8684	.41401
VAR00037	38	3.8947	.31101
VAR00038	38	3.7895	.41315
VAR00039	38	3.7000	.38555
Valid N (listwise)	38		

Descriptive Statistics

N		Mean	Std. Deviation
VAR00045	38	3.2105	.81067
VAR00046	38	3.3421	.81461
VAR00047	38	3.2368	.71411
VAR00048	38	3.1579	.85507
VAR00049	38	2.9474	.92845
VAR00050	38	3.1789	.67989
Valid N (listwise)	38		

Descriptive Statistics

N		Mean	Std. Deviation
VAR00001	38	3.8684	.34257
VAR00002	38	1.7632	1.12548
VAR00003	38	3.7368	.64449
VAR00004	38	3.8947	.31101
VAR00005	38	3.8947	.31101
VAR00006	38	3.8421	.36954
VAR00007	38	3.8684	.34257
FM1	38	3.5526	.21569
Valid N (listwise)	38		

Descriptive Statistics

	<b>N</b>	<b>Mean</b>	<b>Std. Deviation</b>
VAR00009	38	3.6579	.58246
VAR00010	38	3.4211	.55173
VAR00011	38	3.6053	.54720
VAR00012	38	3.8421	.36954
VAR00013	38	3.7632	.48958
FM2	38	3.6579	.36586
Valid N (listwise)	38		

Descriptive Statistics

<b>N</b>	<b>Mean</b>	<b>Std. Deviation</b>	
VAR00015	38	3.8684	.34257
VAR00016	38	3.7895	.47408
VAR00017	38	3.7895	.47408
VAR00018	38	3.7895	.47408
VAR00019	38	3.8158	.39286
FM3	38	3.8105	.41836
Valid N (listwise)	38		

Descriptive Statistics

<b>N</b>	<b>Mean</b>	<b>Std. Deviation</b>	
VAR00021	38	3.8158	.39286
VAR00022	38	3.8158	.45650
VAR00023	38	3.8684	.34257
VAR00024	38	3.8421	.36954
VAR00025	38	3.7105	.51506
FM4	38	3.8105	.36301
Valid N (listwise)	38		