# Evaluation of Operational and Managerial Practices of Gasoline Businesses in Talavera Nueva Ecija: Basis for a Strategic Marketing Plan

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*Abstract* — This study evaluated the operational and managerial practices of gasoline businesses in Talavera, Nueva Ecija using a quantitative-descriptive research design. The study focused on assessing the operational aspects of gasoline stations in terms of input provision, production, processing, and marketing. It also identified the common constraints encountered in product, price, place, and promotion and proposed a strategic marketing plan based on the findings of the study.

The results showed that gasoline businesses generally maintain good operational performance, strong supplier relationships, and efficient customer service. Most gasoline stations were found to be legally compliant, stable, and customer-oriented. However, some challenges were also identified, including delivery delays, fuel shortages, rising operational costs, limited service offerings, and weak promotional activities, especially in digital marketing. The findings further revealed that pricing strategies, business location, and promotional efforts greatly influence customer satisfaction and business competitiveness.

Based on the results, a strategic marketing plan was developed to help improve operational efficiency, strengthen marketing strategies, enhance customer service, and increase promotional activities. The study concluded that effective operational and managerial practices are important in maintaining competitiveness, improving profitability, and achieving long-term sustainability among gasoline businesses in Talavera, Nueva Ecija.

***Keywords: gasoline businesses, operations, management, marketing strategy, customer satisfaction, Talavera Nueva Ecija***

## I. INTRODUCTION

The gasoline industry remains a vital component of the global economy as it fuels transportation systems, supports logistics operations, and sustains industrial productivity. Despite the growing shift toward renewable energy and electric vehicles, gasoline continues to dominate the transportation sector in many developing and emerging economies. Globally, demand for refined petroleum products remains significant due to population growth, urbanization, and increasing mobility needs. As a result, gasoline retail businesses must continuously improve their operational efficiency and managerial effectiveness to remain competitive in a dynamic market environment (Campos, 2024; Domingo et al., 2024).

In the Asian region, rapid economic growth, expanding middle-class populations, and rising vehicle ownership have strengthened the demand for gasoline and other refined fuels. However, challenges such as supply chain disruptions and operational inefficiencies highlight the

importance of improved planning and management systems in business operations (Ragel et al., 2021). These conditions require gasoline businesses to adopt effective operational systems and sound managerial strategies to ensure sustainability and competitiveness.

In the Philippine context, the downstream oil industry operates in a deregulated environment, encouraging competition among major oil companies and independent gasoline retailers. The study is also aligned with the policies and regulations of the Department of Energy (DOE) and the provisions of the Philippine Clean Air Act, which promote safe, efficient, and environmentally responsible fuel operations. Gasoline stations are considered high-risk business establishments because of fuel handling hazards, fire risks, and harmful emissions that may affect both public health and the environment. Because of this, effective operational and managerial practices are important in ensuring workplace safety, environmental compliance, customer protection, and long-term business sustainability. Proper employee training, safety procedures, and operational monitoring help minimize risks and improve overall service quality. The rise of modern business systems, including digitalization and improved operational management, has also influenced service industries such as fuel retailing (Campos, 2024). Modern gasoline stations are no longer limited to fuel dispensing; they now serve as service hubs offering convenience stores, digital payment options, loyalty programs, and other value-added services. In this competitive and evolving landscape, operational efficiency and strong management practices have become essential determinants of business success.

At the local level, Talavera, Nueva Ecija has experienced continuous commercial development and increased mobility, creating greater demand for fuel and related services. The presence of both major oil companies and independent gasoline stations has intensified competition within the municipality. As consumer expectations continue to rise, customers now consider not only fuel price but also service quality, convenience, safety, and accessibility when choosing a gasoline station. Studies on marketing strategies and consumer behavior further emphasize the importance of effective promotional planning in influencing customer choice (Campos et al., 2024).

In this context, this study aims to evaluate the operational and managerial practices of gasoline businesses in Talavera, Nueva Ecija. Specifically, it seeks to assess operational systems

in terms of fuel supply management, service efficiency, safety compliance, and facility maintenance; examine managerial approaches including leadership style, decision-making processes, employee supervision, and customer relationship management; identify key factors contributing to performance and competitiveness; and utilize the findings as a basis for developing a strategic marketing plan. This study is unique because it specifically focuses on gasoline businesses in Talavera, Nueva Ecija, which are rarely explored in previous studies. Most existing studies focus on large oil companies and urban fuel stations, while limited research has examined operational and managerial practices in local municipalities. By concentrating on Talavera as a case study, the research provides localized insights that may contribute to improving gasoline business operations and competitiveness in similar rural communities in the Philippines. Through this evaluation, the study intends to provide practical recommendations that can help gasoline businesses improve customer satisfaction, strengthen market positioning, increase profitability, and ensure long-term sustainability in a highly competitive local fuel industry.

## Literature Review

The related literature shows that gasoline station performance is influenced by a combination of operational, managerial, and marketing factors. Studies emphasize that efficient supply chain management, reliable supplier relationships, and proper inventory systems are essential in ensuring smooth operations and preventing service disruptions (Almeida & Rodrigues, 2021; Tan & Santos, 2020; Reyes & Dizon, 2023). Likewise, workforce competence, operational readiness, and safety compliance play a significant role in maintaining efficiency and service quality in high-risk industries such as fuel retailing (Alhassan et al., 2021; Singh & Kumar, 2023; Chen & Huang, 2023).

In terms of marketing, literature highlights that pricing strategies, product variety, location, and promotional activities significantly affect customer satisfaction and competitiveness (Ahmed & Hossain, 2021; Ali & Aslam, 2021; Kaur & Singh, 2021). Digital marketing and customer engagement strategies are also increasingly important in strengthening brand loyalty and market reach (Tiago & Veríssimo, 2021; Hanaysha, 2022). Furthermore, studies on innovation and

competitiveness stress the importance of adapting to market changes, including digitalization and service expansion, to sustain long-term business success (Aldaba, 2020; Campos, 2024).

Overall, the literature suggests that gasoline businesses must integrate strong operational systems with effective marketing strategies to remain competitive. This includes improving supply chain efficiency, enhancing workforce capability, adopting modern promotional tools, and maintaining regulatory compliance. These combined factors contribute to higher customer satisfaction, improved performance, and long-term sustainability in the gasoline retail industry.

## II. METHODOLOGY

This chapter presents the research methodology used in evaluating the operational and managerial practices of selected company-owned gasoline stations in Talavera, Nueva Ecija. It includes the research design, study locale, respondents, data collection instruments, procedures, data analysis, and ethical considerations. The methodology ensures the collection of accurate and reliable data to support the development of an effective Strategic Marketing Plan and improve the competitiveness of gasoline businesses.

### Research Design Justification

The researchers used a quantitative-descriptive research design because the study aimed to systematically evaluate and describe the existing operational and managerial practices of gasoline businesses in Talavera, Nueva Ecija. This design allowed the researchers to gather numerical data through survey questionnaires and objectively analyze the operational conditions, management practices, and marketing strategies of gasoline stations. The descriptive approach was considered appropriate because the study focused on presenting the current status of gasoline businesses rather than determining causal relationships among variables.

Respondents' Demographic Profile

The respondents were also categorized according to age, gender, educational attainment, years of experience, and training background related to fuel handling, customer service, and safety management. These demographic variables helped provide a deeper understanding of how managerial competencies and operational practices influence business performance and customer satisfaction.

| Variables | Category |
|---|---|
| Form of Business Registration | Sole Proprietorship, Partnership, Corporation, Cooperative, Others |
| Number of Years in Operation | 1–10 years, 11–20 years, 21–30 years, 31–40 years, 41–50 years, More than 50 years |
| Capitalization | ₱8,000,001–₱15,000,000; ₱9,230,001–₱18,200,000; ₱15,000,001–₱30,000,000; ₱20,000,001–₱40,000,000; ₱45,000,001–₱55,000,000; ₱60,000,001–₱70,000,000; ₱75,000,001–₱85,000,000; ₱90,000,001–₱100,000,000 |
| Compliance with Legal Documents | DTI, BIR, DENR, SEC, SSS, PHILHEALTH, Sanitation Permit, Health Permit, Barangay Permit, Mayor's Permit, BFP, Building Permit, Permit to Operate, Others |

**Research Timeline**

| Research Activities | Timeline |
|---|---|
| Topic Finalization and Proposal Preparation | February 2026 |
| Review of Related Literature and Finalization of Instrument | February–March 2026 |
| Validation of Questionnaire | March 2026 |
| Data Gathering from Gasoline Businesses | April 2026 |
| Data Analysis and Interpretation | May 2026 |
| Writing of Results, Discussion, and Strategic Marketing Plan | May 2026 |
| Final Revision of Manuscript | June 2026 |
| Submission for Publication | June 2026 |

## III. RESULTS AND DISCUSSION

This chapter presents the discussions and interpretations of the results of the study conducted in alignment with the research problems concerning gasoline station businesses. The results, recommendations, and conclusions related to the evaluation of operational and managerial practices of gasoline stations are summarized in this chapter. The researchers compiled this study to help readers understand the challenges faced by gasoline station businesses and to provide recommendations for improving their current operational and managerial practices. Correlation analysis revealed that effective operational practices such as supplier reliability, service efficiency, and promotional activities have a significant relationship with customer satisfaction and business

competitiveness. The findings indicate that gasoline stations with stronger operational systems and better marketing strategies tend to achieve higher customer satisfaction and improved market performance.

Regression analysis further showed that promotional activities and service efficiency are among the strongest predictors of customer satisfaction and competitiveness among gasoline businesses. This implies that strengthening promotional strategies and improving service quality may positively influence customer loyalty and overall business performance.

## Health and Safety Implications

The implementation of safety procedures and operational readiness is essential in minimizing workplace accidents, fuel-related hazards, and environmental risks. Proper safety management also helps gasoline stations comply with government regulations while protecting employees, customers, and nearby communities from possible fire incidents and harmful fuel emissions. Continuous employee training and strict implementation of safety measures are necessary to maintain operational efficiency and public safety.

1. ***Description of the Respondents***

*Profile of the Business*

| **Forms of business registration** | **Frequency (f)** | **Percentage (%)** |
|---|---|---|
| Corporation | 10 | 35.71% |
| Partnership | 3 | 10.71% |
| Franchise | 15 | 53.57% |
| **Total** | **28** | **100%** |
| **Number of Years in Operation** | **Frequency (f)** | **Percentage (%)** |
| 11–20 Years | 15 | 53.57% |
| 21–30 Years | 13 | 46.43% |
| **Total** | **28** | **100%** |
| **CAPITALIZATION** | **Frequency (f)** | **Percentage (%)** |
| ₱8,000,000 – ₱8,999,999 | 9 | 32% |
| ₱10,000,000 – ₱10,999,999 | 2 | 7% |
| ₱20,000,001 – ₱40,000,000 | 4 | 14% |
| ₱53,000,001 – ₱58,000,000 | 7 | 25% |
| ₱73,000,001 – ₱78,000,000 | 9 | 32% |
| **Total** | **28** | **110%** |

| **Compliance with Legal Documents** | **Frequency (f)** | **Percentage (%)** |
|---|---|---|
| DTI, BIR, DENR, SEC, SSS, PHILHEALTH, Sanitation Permit, Health Permit, Barangay Permit, Mayor's Permit | 14 | 50.00% |
| DTI, BIR, DENR, SEC, Sanitation Permit, Health Permit, Barangay Permit, Mayor's Permit, BFP, Permit to Operate | 14 | 50.00% |
| **Total** | **28** | **100%** |

| **Product and Services Offered** | **Frequency** | **Percentage (%)** |
|---|---|---|
| Fuel only | - | - |
| Fuel + Convenience Store | 21 | 75% |
| Fuel + Vehicle Maintenance/Lubricants | - | 0% |
| Fuel + Vehicle Maintenance + Convenience Store | 7 | 25% |
| **Total** | **28** | **100%** |

The findings show that most gasoline stations in Talavera, Nueva Ecija are franchises with 11 to 30 years of operation, reflecting stability and experience. All respondents comply with legal requirements and offer diversified services such as convenience stores and vehicle maintenance. Overall, gasoline stations remain competitive through effective operations, legal compliance, and customer-oriented services.

| Table | Variable | Total Mean | Verbal Interpretation | Summary of Interpretation |
|---|---|---|---|---|
| Table 2.1 | Source Reliability | 2.98 | Agree | Suppliers are generally reliable, but delivery accuracy and timeliness need improvement. |
| Table 2.2 | Supplier Relationship | 3.86 | Strongly Agree | Stations maintain strong and professional relationships with suppliers. |
| Table 2.3 | Fuel Delivery Efficiency | 2.86 | Disagree | Delivery delays and scheduling issues affect fuel supply efficiency. |
| Table 2.4 | Storage Facilities | 3.75 | Agree | Storage facilities are safe, organized, and properly maintained. |
| Table 2.5 | Equipment Availability | 3.85 | Strongly Agree | Equipment is reliable and sufficient for daily operations. |

The findings show that gasoline businesses generally maintain effective operational practices through strong supplier relationships, proper storage management, and reliable equipment. However, issues in fuel delivery efficiency, such as delays and scheduling problems, were identified. Overall, gasoline stations are operationally stable, but improvements in delivery coordination and supply efficiency are still needed.

| Table | Variable | Total Mean | Verbal Interpretation | Summary of Interpretation |
|---|---|---|---|---|
| Table 3.1 | Quality Control Measures | 3.75 | Agree | Stations maintain fuel quality and apply proper quality control practices. |
| Table 3.2 | Compliance with Standards | 3.83 | Strongly Agree | Stations strongly comply with government and industry regulations. |
| Table 3.3 | Operational Readiness | 3.83 | Strongly Agree | Staff, equipment, and systems are prepared for daily operations and emergencies. |

The findings show that gasoline stations generally maintain strong operational performance through effective quality control, safety procedures, regulatory compliance, and workforce competence. Overall, gasoline businesses are well-managed and capable of providing reliable and safe services, although continuous training and operational improvements are still needed.

| Table | Variable | Total Mean | Verbal Interpretation | Summary of Interpretation |
|---|---|---|---|---|
| Table 4.1 | Fuel Dispensing System | 3.41 | Agree | Dispensing system is reliable but needs improvement during peak hours. |
| Table 4.2 | Inventory Management | 2.99 | Agree | Inventory is monitored but weak in preventing fuel shortages. |
| Table 4.3 | Service Efficiency | 3.57 | Strongly Agree | Service is fast, efficient, and customer-friendly. |
| Table 4.4 | Maintenance Practices | 3.48 | Agree | Maintenance is effective but needs more consistency. |
| Table 4.5 | Operational Workflow | 3.85 | Strongly Agree | Workflow is well-organized and supports smooth operations. |

Gasoline stations generally show efficient operations in dispensing, maintenance, and service delivery. However, issues in inventory control and peak-time equipment performance were noted. Overall, operations are effective but still need improvements in stock management and system reliability.

| Table | Variable | Total Mean | Verbal Interpretation | Summary of Interpretation |
|---|---|---|---|---|
| Table 5.1 | Product Variety | 3.84 | Strongly Agree | Stations offer diverse products and continuously introduce new offerings. |
| Table 5.2 | Pricing Strategy | 3.82 | Strongly Agree | Pricing is competitive, flexible, and promotion-based. |
| Table 5.3 | Location Advantage | 3.76 | Agree | Locations are generally strategic but affected by accessibility issues. |
| Table 5.4 | Promotional Activities | 3.76 | Agree | Promotions are effective but need more consistency and stronger marketing reach. |

The findings show that gasoline stations use effective marketing strategies in pricing, location, and promotions to attract customers. However, they have limitations in product variety and promotional consistency, especially in digital marketing. Overall, stations are competitive but still need improvement in product expansion and marketing communication.

| Table | Variable | Total Mean | Verbal Interpretation | Summary of Interpretation |
|---|---|---|---|---|
| Table 6.1 | Product Constraints | 3.84 | Strongly Agree | Limited product variety and service expansion affect customer satisfaction. |
| Table 6.2 | Price Constraints | 3.45 | Agree | Pricing is affected by rising costs and market competition. |
| Table 6.3 | Place Constraints | 3.84 | Agree | Accessibility issues like traffic and competition affect customer visits. |
| Table 6.4 | Promotion Constraints | 3.65 | Agree | Weak and inconsistent marketing, especially digital promotion, limits awareness. |

The findings show that gasoline stations face constraints in product variety, costs, location issues, and weak promotions, especially in digital marketing. While pricing is flexible and some promotions are effective, these challenges still affect competitiveness. Overall, the constraints are manageable but require continuous improvement to boost performance and customer satisfaction.

## IV. CONCLUSION

Gasoline businesses in Talavera, Nueva Ecija are generally stable and well-established, with most operating as franchises in accessible locations. They are legally registered and commonly offer fuel products, lubricants, and basic automotive services, which contribute to customer convenience and satisfaction.

In terms of operational aspects, gasoline businesses generally perform well in input provision, production, processing, and marketing. They have reliable fuel sources, strong supplier relationships, and effective operational systems. However, improvements are still needed in fuel

delivery efficiency, inventory management, maintenance practices, and marketing strategies to further enhance overall business performance.

The study also found that gasoline businesses face several constraints in terms of product, price, place, and promotion. These include limited service differentiation, fluctuating fuel prices, location-related competition, and weak promotional activities, particularly in digital marketing, which affect customer reach and competitiveness.

Based on these findings, a strategic marketing plan is proposed focusing on improving operational efficiency, strengthening supplier relationships, enhancing pricing strategies, and developing more effective promotional activities. The findings imply that strengthening promotional strategies, improving inventory management, and enhancing customer service may significantly improve customer satisfaction and competitiveness among gasoline businesses. The proposed strategic marketing plan is feasible since it mainly requires manageable investments in employee training, digital marketing, operational monitoring, and customer relationship management. These improvements may help gasoline businesses strengthen market position, increase profitability, and achieve long-term sustainability.

Furthermore, gasoline businesses should continuously improve their safety procedures and environmental compliance practices to ensure customer protection and reduce operational risks. Strengthening operational efficiency, employee competence, and digital promotional activities may also help gasoline stations adapt to the changing demands of the fuel retail industry.

It also emphasizes better customer service to increase satisfaction, strengthen market position, and support the long-term sustainability of gasoline businesses in Talavera, Nueva Ecija.

## V. RECOMMENDATION

Gasoline businesses are encouraged to strengthen their digital marketing strategies through social media promotions, customer engagement activities, and online advertising to improve customer awareness and competitiveness. Future researchers may also conduct studies using correlational or mixed-method approaches to further analyze the relationship between operational practices, customer satisfaction, and business sustainability in the fuel retail industry.

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