Digital Transformation and Strategic Management Practices of Travel Agencies: Implications for Enhancement

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ABSTRACT

This study assessed the digital transformation strategies and strategic management practices of travel agencies in Negros Occidental and Negros Oriental. It employed a descriptive-correlational research design and gathered data from 103 travel agency owners, managers, and key personnel through total enumeration. Results revealed a high level of digital transformation overall, with digital marketing and customer engagement as the most strongly practiced dimension, followed by social media and mobile application utilization and online booking adoption. In contrast, artificial intelligence and automation integration remained moderate. Strategic management practices were rated very high, particularly in customer satisfaction enhancement, data-driven decision-making, and competitive strategies for market adaptation, while investment in technology infrastructure received the lowest rating. Digital transformation was significantly related to business type and revenue but not to years of operation or number of employees. Strategic management practices were significantly related to years of operation and revenue but not to business type or number of employees. The findings support an enhancement program focused on AI, automation, technology infrastructure, staff capability, and data-driven management.

Chapter 1
INTRODUCTION

This chapter introduces the study on the digital transformation strategies and strategic management practices of travel agencies in Negros Oriental and Occidental. It discusses how digital tools such as online booking systems, social media platforms, mobile applications, automation, and data-driven systems influence travel agency operations, customer engagement, and competitiveness. It also presents the study's theoretical and conceptual frameworks, statement of the problem, hypotheses, significance, scope and limitations, and definition of terms, providing a foundation for understanding how travel agencies adapt to digital changes to improve efficiency, profitability, customer satisfaction, and sustainability.

Background of the Study

Through the widespread use of online booking and payment systems, social media marketing, and the creation of mobile apps, the travel and tourism sector has experienced a high degree of digital influence (van Nuenen & Scarles, 2021; Popșa, 2023). As a result of technological development, the advertising, selling, and consumption of travel services have changed (Tang, 2023), diminishing the intermediation provided by traditional travel agencies.

Small and medium-sized enterprises (SMEs) travel agencies in a certain area are intermediaries to sell local tourism products to both domestic and international markets (OECD, 2021). Nevertheless, the explosive growth of digital tourism providers and direct online booking has raised the level of competition further than ever before, and this forces these traditional agencies to question their business models and rethink their strategic directions (Angeloni & Rossi, 2021; Allied Market Research, 2024).

Though digital transformation offers local travel agencies in Negros Oriental and Occidental many opportunities, including but not limited to a greater market, greater efficiency, and greater customer engagement, problems associated with this phenomenon that they must address arise. These problems include limited budget, limited digital knowledge, limited technology, and limited adaptability, especially for provincial and island locations (Tang, 2023; UNWTO, 2021). For instance, in Negros Oriental and Occidental, these limitations could hinder the optimal use of technology, thereby hindering the long-term capability of local travel agencies.

To succeed in their digital transformation, travel agencies must ensure that they have effective strategic management. It would be difficult to survive in this competitive digital era of the tourism industry if they fail to apply appropriate strategies(Tang, 2023). The lack of relevant digital skills and planning strategies makes it difficult for businesses in less developed regions, especially small businesses.

Owing to the economic value of tourism in Negros Oriental and Occidental, it can truly be realized that there is already a notable need to explore how local travel agencies in the region adjust their approach in the process of strategy management in the midst of digital transformations occurring in the world today. The paper will answer these through the above-mentioned approach.

In investigating the practices related to digital transformation and management, this research expects to make contributions to the body of knowledge in the area of tourism digitalization, especially in the context of a developing island. At the same time, the results can also help owners and managers of travel agencies in increasing competitiveness, sustainability, and resilience by having objective strategies in practice. The research can be used as an important reference related to the capacity development and digitalization initiative in the context of the region in the digital age.

Theoretical Framework

The study is guided by the Dynamic Capabilities Theory and the Strategic Alignment Model, which explain how travel agencies adapt to digital changes. These theories help examine how agencies use technology, align strategies, and transform operations to stay competitive in the modern tourism industry.

Dynamic Capabilities Theory states that the organization must be able to integrate, build, and reconfigure internal and external competencies to address the challenges posed by rapidly changing environments, and this is central to the attainment of sustainable competitive advantage (Teece, 2023). Theoretical foundations of dynamic capabilities in the digital era characterize firms in sensing opportunities and threats in the market, seizing these opportunities through effective mobilization of resources, and transforming their operations to remain relevant and competitive. Since travel agencies must often promote the need to innovate in services continually available in the market, adapt to the behavior of digital consumers, and transform their operational processes using technology, this theory applies most directly to them. These capabilities are such that they enable travel agencies to react rapidly to changes that digital platforms bring, to real competition in online settings, and to changes in consumers' attitudes.

On the one hand, the Strategic Alignment Model (Holistique Training, 2024; KPMG, 2025) essentially emphasizes that the business strategy and the information technology (IT) strategy must align with each other such that the objectives of each can be achieved towards the achievement of the objectives of the organization. Its functioning is based on strategic fit and the functional integration of both the internal and external domains of business and IT, which, combined, are very important for performance levels. The model, therefore, provides a framework through which this study can examine how travel agencies align their various digital tools and platforms, like booking systems, CRM, and online marketing, with strategic goals such as growth, differentiation, and customer engagement. Therefore, the model serves as a lens through which to understand the role of IT using both a driving and enabling perspective concerning strategic transformation in the travel industry.

Dynamic Capabilities Theory and Strategic Alignment Theories provide an extensive theoretical basis through which one can analyze how travel agencies would transform in complex processes like changes brought about by the digital era. Both theories allow for the research of strategic practices and digital adaptation, and the corresponding assessment of whether travel agencies have the necessary competencies and strategic alignment for successful operation in a digital marketplace today.

Conceptual Framework

Based on the theoretical framework, the conceptual framework of the study was formulated to examine the associations among digital transformation strategies, strategic management practices, and selected profile characteristics of travel agencies.

The study considered digital transformation strategies in terms of online booking system adoption, AI and automation integration, digital marketing and customer engagement, and social media and mobile app utilization. Strategic management practices were examined in terms of competitive strategies for market adaptation, investment in technology infrastructure, customer satisfaction enhancement strategies, and data-driven decision-making.

The profile variables included business type, number of years in business operation, number of employees, revenue-growth category, and digital tools used. These variables were analyzed to determine whether statistically significant associations existed with digital transformation strategies and strategic management practices.

The findings served as the basis for developing an enhancement program focused on areas where the travel agencies demonstrated relatively lower levels of digital transformation or strategic management practice, particularly AI and automation integration, technology infrastructure, staff capability, and data-driven management.

The framework therefore emphasizes description and statistical association rather than causal relationships. The study does not claim that digital transformation or strategic management practices cause changes in revenue or business performance.

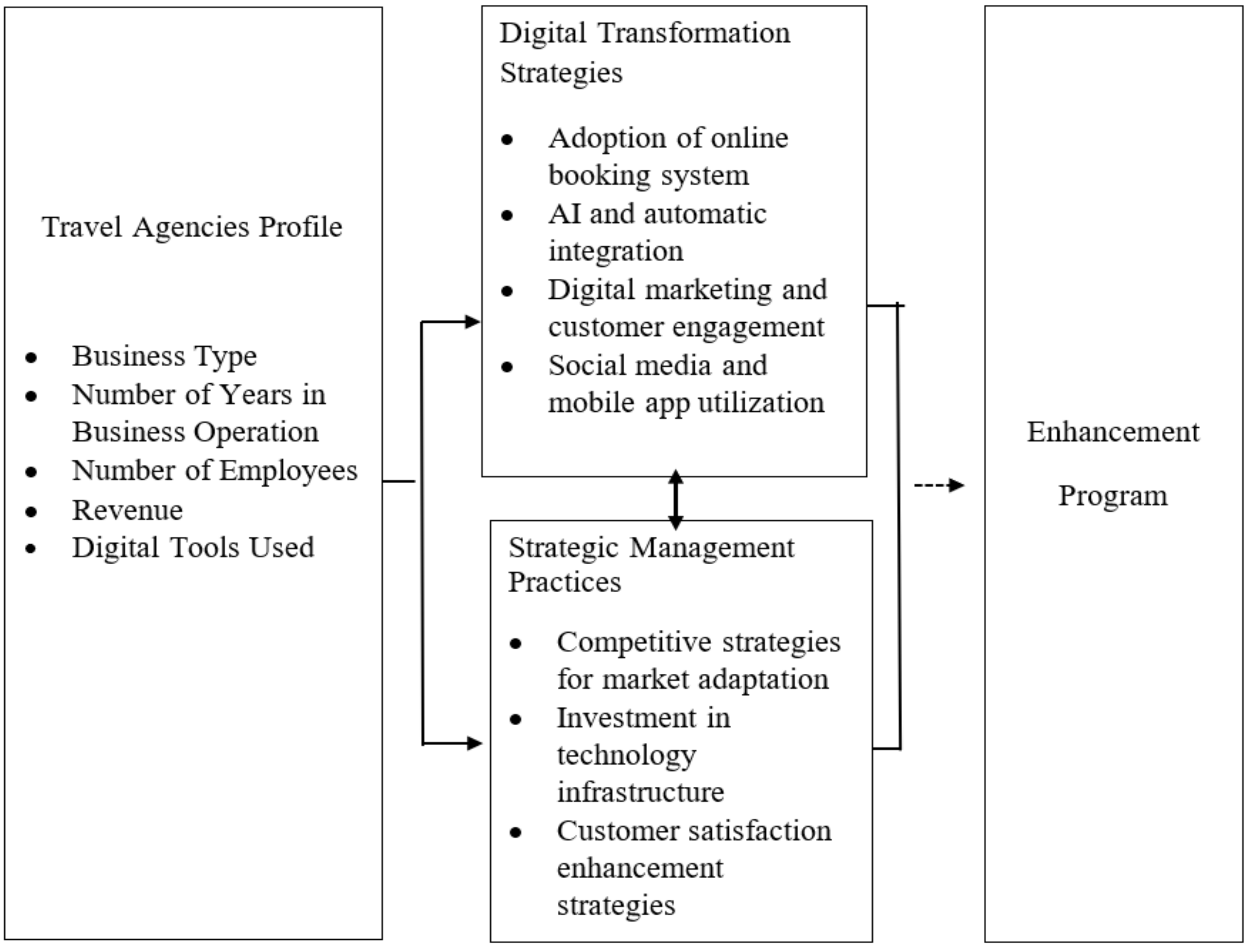

Figure 1. The Schematic diagram of the Study Showing the Selected Variables and Their Relationship.

Statement of the Problem

The research aimed to analyze the extent to which travel agencies, in response to the changing market and customers' needs, have implemented digital transformation and strategic management practices in response to evolving customer demands and market trends.

Specifically, this research aims to find answers to the following questions:
1. What is the demographic profile of the travel agencies in terms of the following:
a. Business Type;
b. Number of Years in Business Operation;
c. Number of Employees;
d. Revenue; and
e. Digital Tools Used.
2. What is the extent of the digital transformation strategy of travel agencies as a whole in terms of:
a. Adoption of online booking systems;
b. AI and automatic integration;
c. Digital marketing and customer engagement; and
d. Social media and mobile app utilization.

3. What is the extent of strategic management practices of travel agencies as a whole in terms of:
a. Competitive strategies for market adaptation;
b. Investment in technology infrastructure;
c. Customer satisfaction enhancement strategies; and
d. Data-driven decision-making.

4. Is there a significant relationship between the digital transformation strategies and the profile of travel agencies?
5. Is there a significant relationship between strategic management practices and the profile of travel agencies?

Hypotheses of the study

Based on the problems presented, the following null hypotheses are formulated. There is no significant difference between the digital transformation strategies and profile (business type, number of years in operation, number of employees, revenue, and digital tools used)

1. There is no significant relationship between the digital transformation strategies and the profile of travel agencies.
2. There is no significant relationship between strategic management practices and the profile of travel agencies.

Significance of the Study

The study is significant for the following individuals and groups:
Government institutions. They may find the results of this study useful in developing programs and support systems that promote digital transformation among small and medium travel enterprises. The findings may also guide government agencies in improving technological infrastructure and providing assistance to help travel agencies overcome challenges related to digital adaptation.
Policy makers. They may use the findings of this study as a basis for creating policies that encourage innovation, digital competitiveness, and sustainable growth in the travel agency sector. The study may also help them design strategies that support digital skills development, technology adoption, and business resilience among travel enterprises.
Tourism and Travel Industry Stakeholders. They would provide related and suitable insights into how travel agencies respond to the changing art of digitization. Additionally, it will help those involved in developing better support systems and policies geared at promoting innovation and sustainable growth within the tourism and travel industry.
Travel Agency Owners. The results of this study may help travel agency owners make informed decisions in prioritizing investments in technology. The findings may also guide them in adopting digital transformation practices that can improve business profitability, customer service, and overall competitiveness.
Travel Agency Managers. They may benefit from this study by gaining insights into effective strategic management practices and digital adaptation strategies. The results may help them improve daily operations, enhance customer satisfaction, and align business processes with current digital transformation standards.

Business Consultants and Digital Transformation Experts. The results of this study would also help consultants and experts who deal with architecting particular enhancement programs and strategic roadmaps for travel agencies wishing to digitize and make strategic management gains in operational performance.
Researchers. The results of this study may serve as a useful reference for future researchers who wish to conduct studies related to digital transformation and strategic management practices in the travel industry. It may also provide baseline information that can support further investigations on similar or related topics.
Academics. They may benefit from this study by using its findings as additional literature in teaching, discussion, and scholarly work related to tourism management, digital innovation, and strategic management. The study may also contribute to the growing body of knowledge on how travel agencies adapt to changes in the digital business environment.
Customers. With the completion of this study, travel agencies' customers can take advantage of the improved services from travel agencies. As suggested by this research, travel agencies' pursuit of developing more efficient, customer-centered, and technologically advanced practices will greatly benefit their customers.
Future Researchers. They may benefit from this study as it can serve as a useful reference for conducting related studies on digital transformation, strategic management practices, and competitiveness in the travel agency industry. The findings may provide baseline information that can help them identify research gaps, compare results, and explore new areas of study related to technology adoption, business innovation, and organizational performance in tourism enterprises.

Scope and Limitations of the Study

This study evaluated how small and medium-sized travel agencies in Negros Oriental and Occidental adapt to digital transformation strategies — such as online booking, AI and automatic integration, digital marketing, customer engagement, and social media and mobile app utilization — and how these strategies align with their strategic goals, including customer satisfaction, operational efficiency, competitiveness, and profitability. Based on available data, Negros Occidental has 60, and Negros Oriental has 43 licensed travel and tour agency establishments, including ticketing agencies, tour operators, and those operating as both.

A further limitation concerns the measurement of revenue. Revenue was measured using self-reported revenue-growth categories rather than audited financial statements or independently verified financial records. Consequently, the reported revenue-growth information may be subject to recall error, estimation, or reporting bias. The results involving revenue should therefore be interpreted as associations with the respondents' reported revenue-growth categories rather than as verified measures of actual financial performance.

Definition of Terms

In this study, the following terms are defined both conceptually and operationally:
AI and Automation Integration. Conceptually, it refers to the use of chatbots, automated reservations, and back-office automation which are examples of artificial intelligence technologies and automated systems, to improve service delivery, workflow productivity, and operational efficiency in tourism and travel agencies (OECD, 2024; Milojkovic, Milojkovic, & Milojkovic, 2024).
Operationally, it is determined with the use of AI tools in business processes, productivity automation and workflows, training of employees in AI-based platforms, cost-benefit perception of AI tools, and ethical AI use in operational policies.
Business Type. Conceptually, it refers to the business classification according to its operational structure and market approach, which may influence how digital transformation strategies are adopted and implemented (Verhoef et al., 2021; Chen et al., 2023).
Operationally, it is identified through travel agency's self-reported classification as conventional or brick-and-mortar travel agency, online travel agency, or hybrid travel agency.
Competitive Strategies for Market Adaptation. Conceptually, it refers to strategic actions used by organizations to respond to market opportunities, changing customer demands, competitor activities, industry trends, and innovation-related risks in order to maintain competitiveness and improve business performance (Hitt et al., 2023; Dess et al., 2023).

Operationally, it is measured through indicators on entering new market segments when opportunities arise, tracking and analyzing competitor activity, basing strategies on present and forecasted market trends, balancing innovation with operational risk, and collaborating across departments to shape competitiveness.

Customer Satisfaction Enhancement Strategies. Conceptually, it refers to strategic initiatives designed to improve customer experience, service quality, feedback response, client loyalty, and customer-centered service delivery in service-oriented organizations (Tran & Do, 2024; Hudson & Hudson, 2024).

Operationally, it is measured through indicators on active initiatives to boost client satisfaction, use of customer feedback to improve services, consistency of customer service across platforms, employee training for service quality, and implementation of client loyalty projects.

Data-Driven Decision Making. Conceptually, it refers to the use of data analytics, business intelligence, performance information, and evidence-based insights to guide managerial decisions, strategic planning, and organizational improvement (Chen, Zhang, & Wang, 2023; Weber, 2024).

Operationally, it is measured through indicators on the use of data insights in strategic and operational decisions, use of modern tools for data gathering and analysis, positive outcomes from data-driven strategies, emphasis on data accuracy and reliability, and encouragement of data literacy in the organization.

Digital Marketing and Customer Engagement. Conceptually, it refers to the use of digital platforms and online marketing channels such as websites, social media, search engine marketing, online advertising, and personalized digital communication to promote services and strengthen customer relationships (Hudson & Hudson, 2024; Mai, Nguyen, & Tran, 2024).

Operationally, it is measured through indicators on the effectiveness of digital marketing strategies, personalization of online interactions, measurement of campaign performance, improvement of customer satisfaction through digital engagement, and integration of advanced tools and platforms in marketing efforts.

Digital Tools Used. Conceptually, it refers to the digital applications, platforms, and technological systems used by organizations to support operations, communication, marketing, customer service, decision-making, and organizational development (Leonardi, 2021; Weber, 2024).

Operationally, it is identified through the agencies' reported use of web-based booking portals, online marketing tools, social networks, AI chat assistants, mobile app services, and business process automation tools.

Digital Transformation. Conceptually, it refers to the integration of digital technologies into business processes, organizational structures, and value creation mechanisms to improve performance, competitiveness, customer engagement, efficiency, and adaptability in the travel industry (Verhoef et al., 2021; Naldi, Gusty, & Saqdiah, 2025).

Operationally, it is measured through the extent of digital adoption, changes in business processes, service innovation, use of digital platforms, and improvements in agency operations brought about by online booking systems, AI and automation integration, digital marketing and customer engagement, and social media and mobile app utilization.

Digital Transformation Strategies. Conceptually, it refers to the strategic integration of digital technologies into business processes, organizational structures, customer engagement practices, and value creation mechanisms to improve performance, competitiveness, adaptability, and innovation (Verhoef et al., 2021; Naldi, Gusty, & Saqdiah, 2025).

Operationally, it is measured in terms of adoption of online booking systems, AI and automation integration, digital marketing and customer engagement, and social media and mobile app utilization.

Investment in Technology Infrastructure. Conceptually, it refers to the allocation of financial, technical, and human resources for technological systems, digital platforms, IT capabilities, cybersecurity, and technology upgrades that support organizational performance and innovation (Chen et al., 2023; Weber, 2024).

Operationally, it is measured through indicators on ongoing technological upgrades, alignment of IT investments with long-term strategic goals, prioritization of technology projects based on impact, measurable business improvements from technological enhancements, and leadership support for technological innovation.

Number of Employees. Conceptually, it refers to the size of the workforce employed by an organization, which may influence organizational structure, communication, decision-making, and strategic management practices (Hitt, Ireland, & Hoskisson, 2023; Wheelen et al., 2022).

Operationally, it is measured according to the number of employees reported by the travel agency, categorized as 1-5 employees, 6-10 employees, 11-20 employees, or more than 20 staff members.

Number of Years in Business Operation. Conceptually, it refers to the length of time a business has been operating, representing organizational age, accumulated experience, institutional knowledge, and business maturity (Hitt et al., 2023; Dess et al., 2023).

Operationally, it is measured according to the number of years the travel agency has been operating, categorized as less than 3 years, 3 to 5 years, 6 to 10 years, or more than 10 years.

Online Booking System Adoption. Conceptually, it refers to the implementation of digital booking platforms that allow customers to search, reserve, book, and pay for travel services online, improving customer convenience and operational efficiency (Tang, 2023).

Operationally, it is measured through indicators on the full rollout of an online booking system, efficiency gained from online booking, management of the shift to digital bookings, customer preference for digital booking options, and protection of customer data across websites and digital tools.

Revenue. Conceptually, revenue refers to the income generated by a business from its operating activities and is commonly used as an indicator of business performance and growth (Dess et al., 2023; Kagumu, 2025).

Operationally, revenue was measured using the travel agencies' self-reported revenue-growth categories: over 50% revenue growth, 20–50% growth, below 20% increase, no noticeable change, or decline in revenue. The measure represents respondents' reported revenue-growth categories and was not independently verified using audited financial records.

Social Media and Mobile App Utilization. Conceptually, it refers to the use of social media platforms and mobile applications to promote services, communicate with customers, provide real-time engagement, gather feedback, and enhance customer experience in tourism and service industries (Buhalis & Sinarta, 2021).

Operationally, it is measured through indicators on the role of social platforms in customer engagement, functionality of mobile applications, use of insights from mobile and social channels, responsiveness to feedback on social platforms, and use of interactive app features to keep users engaged.

Strategic Management Practices. Conceptually, it refers to the process of formulating, implementing, monitoring, and evaluating strategies to achieve organizational objectives, respond to environmental changes, and sustain competitiveness (Hitt et al., 2023; Dess et al., 2023).

Operationally, it is measured in terms of competitive strategies for market adaptation, investment in technology infrastructure, customer satisfaction enhancement strategies, and data-driven decision-making.

Travel Agencies. Conceptually, it refers to business organizations that serve as intermediaries in planning, organizing, promoting, and selling travel and tourism services to customers (OECD, 2021).

Operationally, it refers to the registered travel agencies in Negros Occidental and Negros Oriental included as respondents, particularly agency owners, senior managers, and technology leads who are involved in digital and strategic decisions.

Travel Agencies Profile. Conceptually, it refers to the organizational characteristics that describe the structure, capacity, and operational background of travel agencies, which may influence their digital transformation and strategic management practices (Hitt et al., 2023; Verhoef et al., 2021).

Operationally, it is measured through the travel agencies' business type, number of years in business operation, number of employees, revenue, and digital tools used.

Chapter 2
REVIEW OF RELATED LITERATURE AND STUDIES

This chapter looks at both domestic and international literature on how travel agencies are changing due to the quick digital transformation. It explores changes in traditional business models, how customers engage, and operational strategies influenced by technologies like online booking systems, data analytics, and customer relationship management tools. The literature points out that managing strategy, being innovative, staying agile, and having digital skills are essential for staying competitive. These studies offer a solid base for understanding the challenges and opportunities that modern travel agencies face and guide the current research.

Digital Transformation Strategies of Travel Agencies

Digital transformation is defined as the integration of digital technologies into business processes, organizational structures, and value creation mechanisms to improve performance and competitiveness (Naldi, Gusty, &

Saqdiah, 2025). Instead of focusing only on technology adoption, digital transformation emphasizes strategic change in business models, culture, and customer engagement approaches. In the travel industry, digital transformation has become essential due to increased customer reliance on online platforms, mobile applications, and real-time information.

By using online booking systems, customer relationship management (CRM) tools, social media platforms, data analytics, and automation technologies, travel agencies implement digital transformation strategies. Milojković, Milojković, and Milojković (2024) said that travel agencies are capable of integrating new technologies—such as internal digital hubs and digital spin-off models into their operations if it adopts structured digital strategies.The said strategies will allow travel agencies to improve service personalization, operational efficiency, and responsiveness to customer needs. Moreover, digital transformation supports innovation by enabling travel agencies to redesign service offerings and enhance customer experience, which is critical in a highly competitive digital marketplace (Naldi et al., 2025).

Strategic Management Practices of Travel Agencies

One of the important roles in the travel and tourism sector that helps to adjust to the fast changes in technology and market uncertainties is strategic management. It refers to the processes of formulating strategy, implementing, evaluating, and controlling it; this will guide the firms toward achieving long-term objectives. To attain effective strategic management, leadership commitment, resource alignment, innovation orientation, and continuous organizational learning are needed (Tremblay, n.d.; Giotis & Papadionysiou, 2022).

Milojković et al. (2024) emphasize that travel agencies with strong strategic leadership and flexible management structures are more successful in implementing digital initiatives. Agile decision-making, cross-functional collaboration, and employee capacity building are strategic practices that enable organizations to respond effectively to digital disruptions. Additionally, if strategic management supports the development of a digital mindset among employees, fostering innovation and adaptability, this will help travel agencies maintain competitiveness (Verawati et al., 2025). If these practices align with internal capabilities, external technology, and market trends, it means that you have effective strategic management.

Digital Transformation Strategies and Business Types

Digital transformation is one way of recognizing competitiveness within the organization in the digital economy. In the latest studies, the strategic process that involves the incorporation of digital technologies across business functions is called digital transformation. This is to improve value creation, efficiency, and adaptability (Verhoef et al., 2021). For organizations, digital transformation is a long-term strategic initiative and a short-term technological upgrade.

Adoption of technology must be aligned with business goals to attain a successful digital transformation. Companies with align digital initiatives to its corporate strategy have a greater innovation capacity and resilience in fast-paced markets (Kane et al., 2021). It ties up real business outcomes with digital investments.

A variety of business types have different outcomes depending on their digital transformation initiatives. The difference between service-oriented organizations and manufacturing firms is that manufacturing firms focus on automation and analytics to improve productivity, while service-oriented organizations improve customer experience by emphasizing digital platforms (Chen et al., 2023). These differences reflect industry-specific strategic priorities.

Due to differences in operational structures and market demands, there is significant variation in digital transformation strategies across business types. Recent research, it indicates that organizations adopt digital strategies based on how technology can best support their core value propositions (Verhoef et al., 2021).

Optimization, automation, and data integration processes are the main focus of manufacturing firms that implement digital strategies. These processes will help improve coordination of supply chain strategies, productivity, and quality control (Chen et al., 2023). With this, digital transformation has developed operational efficiency and cost management.

Whereas companies oriented towards services are concerned with customer-centric digital strategies. These strategies are based on digital platforms, analytics, and personalization tools to improve customer engagement and quality of service (Mai et al., 2024). This has a direct effect on customer satisfaction and retention.

Due to the limited resources of small and medium-sized enterprises (SMEs), they adopt more selective digital strategies. Yet, the latest studies suggest that it can substantially enhance SME competitiveness even if strategic goals have limited digital initiatives (Rubio-Andrés et al., 2025).
Overall, digital transformation. When aligned with organizational maturity, resources, and strategic objectives, it will prolong its existence.

Digital Transformation Strategies and Number of Years in Business Operation

Digital transformation strategies and the number of years in business operation are important factors in understanding how travel agencies adapt to technological changes and competitive market conditions. Digital transformation refers to the strategic use of digital tools, platforms, and systems to improve business operations, customer service, marketing, communication, and decision-making. In travel agencies, this may include online booking systems, social media marketing, customer relationship management, digital payment systems, automation, and data-driven services. These strategies help agencies become more efficient, competitive, and responsive to the changing needs of travelers (Milojković et al., 2024; Răducan, 2023).
The number of years in business operation may also influence the level of digital transformation among travel agencies. Agencies that have operated for many years may have stronger customer relationships, market experience, and established business networks. However, they may also experience challenges in shifting from traditional practices to digital systems. On the other hand, newer travel agencies may be more flexible and open to using digital platforms because they are less dependent on old routines, although they may still face limitations in resources, brand recognition, and market stability. Amaya et al. (2024) emphasized that firm age can affect digitalization, as older firms may encounter more difficulty in adopting digital technologies compared with younger enterprises.
In relation to the present study, digital transformation strategies and years in business operation are relevant because they may affect how travel agencies practice strategic management. Travel agencies with different lengths of operation may have different levels of readiness, capability, and willingness to adopt digital tools. Therefore, examining these variables can help identify areas for improvement and provide implications for enhancing the digital transformation and strategic management practices of travel agencies. This supports the idea that digital transformation should be strategically planned and aligned with the organization's goals, resources, leadership, and innovation practices (Kahveci, 2025; Milojković et al., 2024).

Digital Transformation Strategies and Number of Employees

The size of the workforce has a great influence on the digital transformation strategies' design and execution. Due to the scale and complexity of large organizations, they can usually employ structured and formal transformation programs (Chen et al., 2023).
If a company wants to ensure a successful digital adoption, a larger workforce is needed to attain extensive training and change management initiatives. Employee involvement and commitment become crucial in continuing transformation efforts (Kane et al., 2021).
Quick and faster decision-making can benefit smaller organizations. Even though SMEs have limited resources, they can still implement a quicker digital strategy because of their flatter organizational structures (Rubio-Andrés et al., 2025).
Latest studies point out that the size of a workforce should update digital strategy planning. Adoption, effectiveness, and employee acceptance will be improved through a well-designed approach.

Digital Transformation Strategies and Revenue

Revenue growth is coupled with digital transformation strategies. The increased of sales in an organization is due to the adoption of digital tools that improve operational efficiency and customer engagement (Mai et al., 2024).
Businesses use digital analytics to spot trends and tailor their products or services. This helps increase sales and keep customers coming back (Chen et al., 2023)

If a firm has an excellent strategic alignment, the revenue outcome is good, but otherwise, the revenue outcome will fall. Firms achieve stronger financial performance if it incorporates digital initiatives with business objectives (Verhoef et al., 2021).

Overall, when supported by leadership, culture, and strategic clarity, digital transformation enhances revenue.

Digital Transformation Strategies and Digital Tools Used

As firms seek to remain competitive in dynamic and technology-driven environments, it is vital to adopt digital transformation strategies for organizational development. Digital tools are at the core of these strategies. It enables operational transformation initiatives. To support organizational agility, to enhance its performance, and to redesign processes, digital tools are needed that provide the necessary technological infrastructure. These include cloud computing platforms, enterprise collaboration systems, data analytics software, and artificial intelligence (AI) (Leonardi, 2021).

For example, cloud-based technologies enable remote access to data. This will also allow organizations to efficiently scale operations and reduce infrastructure costs. Digital communication collaboration tools, such as Microsoft Teams and Slack, are systems that help with real-time collaboration. It also improves collaboration and communication across locations and departments. These tools improve connectivity and organizational development for complex environments. These are essential to enhance coordination throughout the different departments and support cross-functional teamwork.

These digital tools make data easier to access and understand. Modern analytics systems combine large amounts of data to give organizations useful insights. These insights allow leaders to act more effectively to the changes in the market and internal performance metrics because it is supported by evidence-based decision-making. Weber (2024) highlighted that organizations experience measurable gains in productivity, faster decision cycles, and improved strategic alignment because they leverage digital tools effectively.

Digital tools are another crucial dimension in their role in fostering organizational learning and innovation. The use of machine learning and predictive analytics, which are advanced technologies, enables firms to predict trends, recognize patterns, and improve processes incessantly. This capability encourages a culture of experimentation and knowledge sharing and improves operational efficiency. For instance, with the help of analytics dashboards and AI-driven systems that highlight inefficiencies in workflows, it enables organizations to redesign processes and modernize more effectively (Chen et al., 2023).

For organizations to align with the wider goals of organizational development, it is crucial to train employees. With this, employees can acquire new skills and help them adapt to changing job requirements. It emphasizes capacity building, employee engagement, and continuous improvement. In addition, with the use of digital tools, employees' continuous learning and development are being supported.

However, even if there’s technological availability but without the support of the organization and if it’s not ready to implement digital tools, the effectiveness of digital transformation efforts will be in vain. Leadership is very important in the utilization of these digital tools. A leader must set a vision, secure resources, and foster a culture that embraces change. If the leadership is weak and lacks commitment to implement and resist digital initiatives, a misalignment of organizational goals will occur.

Moreover, firms' readiness, which includes digital skills, openness to culture, and process maturity, influences the outcomes. Organizations are more likely to realize the full benefits of digital tools if they invest in the change of management, training of employees, and strategic alignment. This supports the idea that digital transformation is a comprehensive strategic process involving people, processes, and culture, and is not only an upgrade to technology.

In summary, essential components of digital transformation strategies are the use of digital tools. These tools drive organizational development through improved communication, continuous learning, data-driven decision-making, and boosted innovation. The adoption of digital tools is only effective, however, with strong leadership and a willingness to embrace organizational change.

Strategic Management Practices and Business Types

Organizations have different structures, sizes, resources, and market conditions; that’s why strategic management practices vary across business types. To help organizations achieve their goals and maintain competitiveness, strategic management is needed. A dynamic process that involves planning, implementation, and evaluation (Hitt et al., 2023).

(SMEs) Must learn how to be flexible and adopt new strategies to survive in a competitive environment. Firms must also be flexible, and they must have the ability to change their methods, plans, or operations when there's a change in the market.

With limited resources and highly competitive environments, SMEs usually put emphasis on innovation, customer responsiveness, and quick decision-making (Wheelen et al., 2022). Since SMEs have simpler and less complicated organizational systems, it is easy for the management to make a quick and strategic decision if the market changes.

In contrast, since large organizations have different departments and various people in them, they cannot make a quick decision making to manage multiple departments. It depends on formal and more structured strategic planning to run a smoother business operation. To achieve stability, growth, and sustainable performance, large organizations use structured decision-making processes, detailed performance monitoring, and long-term planning. To move in the same direction, large organizations must have clear and organized strategies that will help top managers to ensure that employees in the company work in the same direction.

Service and manufacturing firms' strategic focus is also different. Since service firms' main focus is making customers happy, they must offer good service and offer good relationship with them. This is because satisfied customers directly affect business success. While in manufacturing firms, to improve the quality of the product and to reduce production costs, it gives priority to how efficient the operation is, its production, how it manages supply, and its ability to adopt new and advanced technologies. These strategic differences show that businesses have different goals, so they choose strategies based on what their operations require and what helps them stay competitive in their industry.

Strategic Management Practices and Number of Years in Business Operation

Strategic management helps businesses to have sustainable and long-term survival. It also plays an important role in being successful and surviving in a competitive environment. A firm can handle problems better, can adjust to changes quickly, and respond to changes quickly if they know how to anticipate market changes, maintain competitiveness over the long run, and has an excellent strategic plan (Hitt et al., 2023).

A firm must also have strategic flexibility so it can adjust to changes when situations change. It is also very important to note that for them to achieve long-term success. Organizations usually operate better if they consistently evaluate, revise, and adjust their plans according to the changes both inside and outside the organization.

With the above ability of the business to adapt to market changes and technological development, continuous customer demands will be met, and it can adjust to various challenges in the market (Dess et al., 2023).

Also, when a business allocates its resources wisely and when they're prepared for any unforeseen risk, this will help them continue their operations. Businesses can avoid probable losses when they strategically and carefully decide how to allocate their money, employees, and technology. An organization that follows an organized strategic management approach can better identify problems, prepare a contingency plan, and continue to run the operation efficiently.

With the company's constant learning and innovation, strategic management supports long-term business survival, especially when its organizations combine planning, helping them to adjust, improve, and continue to gain a competitive advantage over time. When businesses promote learning, knowledge-sharing, and creative problem-solving, the operation will improve, firms can create new products or services, and they can continue to have a competitive advantage against competitors. Hence, strategic management prepares organizations for future growth, sustainability, and long-term success.

Strategic Management Practices and Number of Employees

In shaping how a firm develops and implements strategic management practices, depend on the number of employees in an organization. To coordinate employees in larger organizations, formal structures, policies, and communication systems are required throughout different departments, while smaller organizations can make faster decisions and faster adaptation to changes because they may depend on their flexible and informal strategies. Formal mechanisms of large organizations help their employees work toward a unified strategic

ISSN No. 2454-6186 | DOI: 10.47772/IJRISS | Volume X Issue VIII August 2026

direction and guarantee that there is clear communication of organizational goals and a proper allocation of resources (Hitt et al., 2023). While in small businesses, formal rules or complicated systems are not needed to implement strategic practices. It can adjust quickly when changes occur; they can also communicate faster and decide quickly because they have fewer employees.

The flexibility of small business firms allows them to respond quickly to market changes and customer demands. It also improves their responsiveness and capability for improvement. However, their ability is limited if they depend too much on informal practices; it will also limit their ability to scale operations and standardize processes to sustain long-term business success (Wheelen et al., 2022).

To improve employee performance, motivation, and engagement, strategic management practices are important irrespective of organizational size. Employees become committed and productive when they understand the organization's goals and acknowledge how their roles help in achieving those goals. When organizations have a clear strategic direction, effective communication, and alignment between organizational objectives and employee responsibilities, workforce participation and overall organizational effectiveness (García-Morales et al., 2021).

In recent studies, the importance of aligning strategic management practices with employee performance systems is being highlighted. Organizations must consider the size, skills, and capabilities of their employees when developing and implementing strategies. By ensuring that strategic plans match the available human resources, firms can maximize productivity, improve coordination, and strengthen long-term organizational performance

Strategic Management Practices and Revenue

To improve organizational revenue and financial performance, strategic management plays an important role. Most firms that achieve sustainable revenue growth and gain a competitive advantage align strategic goals with market opportunities (Dess et al., 2023). Through strategic planning, businesses can recognize growth opportunities, allocate resources, and respond to market changes.

A well-designed strategic plan can greatly improve operational performance. By setting a clear objective, establishing a performance measure, and executing plans, firms can use their available resources to maximize. An improved strategic plan can support productivity, cost control, and profitability. In this manner, it can enhance the firm's financial outcomes (Hitt et al., 2023).

Strategic management practices can be advantageous for small and medium-sized businesses. Good strategic management practices are highly beneficial for SMEs, as they help them make better decisions, improve decision-making, and position themselves in an ever-evolving market. With strategic management, firms can better understand customers, differentiate themselves, and increase revenue. (Muhammed & Al Qahtani, 2021).

Linking strategic management to revenue performance requires leadership. With an effective leader, companies can plan a clear strategic direction, inspire employees, and foster innovation in the organization. An innovative leader can easily adapt to market changes, introduce new products or services, and improve business processes. With this, the implementation of strategies will be strengthened by leadership that drives business success and sustainable growth.

Strategic Management Practices and Digital Tools Used

In contemporary organizations, digital tools increasingly support strategic management processes. Enterprise resource planning systems, business intelligence tools, and analytics platforms allow managers to monitor performance, evaluate trends, and make timely decisions based on accurate information (Chen et al., 2023). These technologies improve the quality of strategic planning by providing real-time data and evidence-based insights.

Digital tools also enhance coordination and strategic execution across different organizational units. Through integrated systems, departments can share information more efficiently, align their activities with organizational goals, and reduce duplication of work. Data-driven insights further improve planning accuracy by helping managers forecast demand, assess risks, and identify areas for improvement (Weber, 2024).

Moreover, digital collaboration platforms support flexibility, communication, and remote coordination. These capabilities are especially important in modern organizational environments where teams may operate across different locations. Digital platforms allow employees and managers to collaborate effectively, monitor progress, and respond quickly to operational or strategic challenges.

ISSN No. 2454-6186 | DOI: 10.47772/IJRISS | Volume X Issue VIII August 2026

Overall, the integration of strategic management practices and digital tools enhances organizational adaptability, performance, and long-term competitiveness. Organizations that combine clear strategic direction with effective digital capabilities are better positioned to respond to market changes, improve operational efficiency, and achieve sustainable revenue growth.

Chapter 3
RESEARCH METHODOLOGY

This chapter discusses the research design, the subject and respondents of the study, population and sample size, sampling technique, data gathering instrument, and validity and reliability of the research instrument, data gathering procedure and data analysis.

Research Design

This study used a descriptive-correlational research design to describe the digital transformation strategies and strategic management practices of travel agencies and to determine whether significant associations exist between these variables and selected profile characteristics of the agencies. A descriptive-correlational design is appropriate for studies that describe existing conditions and examine relationships among variables without manipulating or controlling the variables (Clarete et al., 2023).

The descriptive component of the study focused on determining the existing level of digital transformation strategies and strategic management practices of travel agencies. The correlational component examined whether significant associations existed between the study variables and selected profile characteristics, specifically business type, number of years in operation, number of employees, and revenue. The study did not manipulate any variable and therefore does not establish cause-and-effect relationships.

This design allowed the researcher to describe the current practices of travel agencies and determine patterns of association among the variables as they naturally occurred. Thus, the findings are interpreted in terms of relationships or associations rather than causal effects. In particular, a significant association between digital transformation strategies and revenue should not be interpreted as evidence that digital transformation caused an increase in revenue.

Overall, the research design provided an appropriate framework for describing the current digital transformation and strategic management practices of travel agencies and examining their statistical associations with selected agency characteristics.

Subject and Respondents of the Study

The subjects and respondents of the study were those individuals who played a vital role in steering agency direction—namely, agency owners, senior managers, and technology leads. They were directly involved in making decisions like choosing which tools to integrate, where to allocate resources, and how to maintain a competitive edge in an evolving digital environment.

Population and Sample Size

The total number of registered travel agencies in Negros Occidental and Oriental is 103. Since the study aimed to gather comprehensive data from all travel agencies in these two regions, total enumeration was employed. All members of the population were included as respondents, eliminating the need for sampling techniques and ensuring full representation of the travel agencies under study.

Sampling Technique

Sampling technique was no longer observed since the entire population of travel agencies in the entire Negros Occidental and Oriental was taken as respondents of the study.

Data Gathering Instrument

The primary data-gathering instrument used in this study is a researcher-developed structured questionnaire designed to gather data relevant to the study entitled Digital Transformation and Strategic Management Practices of Travel Agencies: Implications for Enhancement. The contents of the questionnaire are directly aligned with the Statement of the Problem.

The questionnaire is composed of four major parts, each addressing specific research questions and areas of investigation.

Part I focuses on the demographic profile of travel agencies. This section addresses Research Question No. 1 and gathers data on the agencies' business type, number of years in business operation, number of employees, revenue, and digital tools used.

Part II deals with digital transformation strategy. This section addresses Research Question No. 2 and measures the extent of digital transformation strategy of travel agencies in terms of the adoption of online booking systems, artificial intelligence and automated integration, digital marketing and customer engagement, and social media and mobile application utilization.

Part III focuses on strategic management practices. This section addresses Research Question No. 3 and determines the extent of strategic management practices of travel agencies in terms of competitive strategies for market adaptation, investment in technology infrastructure, customer satisfaction enhancement strategies, and data-driven decision-making.

Part IV examines the relationship between variables. This section supports Research Questions Nos. 4 and 5 by providing the necessary data to determine the significant difference and relationship between the travel agencies' profile and digital transformation strategy, as well as between the travel agencies' profile and strategic management practices.

The items in Parts II and III are measured using a five-point Likert scale, ranging from 1, which means Strongly Disagree, to 5, which means Strongly Agree.

Validity and Reliability of the Research Instrument

The researcher-developed questionnaire underwent content validation prior to its administration to the respondents. The instrument was evaluated by qualified experts to assess the relevance, clarity, appropriateness, and alignment of the items with the objectives of the study.

The content-validation results showed an overall content validity value of 1.00, based on the evaluation of experts. The result indicated that the items were sufficiently relevant and appropriate for measuring the constructs included in the study.

The reliability of the questionnaire was established through a pilot test conducted among 30 respondents who were not included in the actual study. Cronbach's alpha was used to determine the internal consistency of the items. The Digital Transformation Strategies scale obtained a Cronbach's alpha of 0.911, while the Strategic Management Practices scale obtained a Cronbach's alpha of 0.899. The overall questionnaire obtained a Cronbach's alpha of 0.956.

The Data Gathering Procedures

The data-gathering process began with securing ethical approval from the College President and the Dean of the Graduate School of La Carlota City College, after which the research questionnaire was finalized. The survey was then distributed to the respondents through Google Forms, email, and in-person visits to ensure wider participation. Follow-up reminders were conducted to encourage responses from non-respondents. All collected data were stored securely, and strict confidentiality of the respondents' information was maintained throughout the entire research process.

ISSN No. 2454-6186 | DOI: 10.47772/IJRISS | Volume X Issue VIII August 2026

Data Analyses

After the data collection, the responses were carefully tallied, tabulated, and analyzed using appropriate statistical tools aligned with the descriptive and correlational nature of the study.

To answer Problem 1, which deals with the demographic profile of travel agencies in terms of business type, number of Years in operation, number of employees, revenue, and digital tools used, frequency counts and percentage distribution were employed.

To address Problem 2, the extent of digital transformation strategy of travel agencies as a whole in terms of adoption of online booking systems, AI and automatic integration, digital marketing and customer engagement, and social media and mobile app utilization.

The mean and standard deviation were used. The formula is presented below:

Formula of Mean:

$$\bar{x} = \frac{\sum x}{n}$$

Where:

n = Number of sample

$\bar{x}$ = mean or average

$\sum X$ = summation of values

Formula of Standard Deviation:

$$sd = \sqrt{\frac{\sum(x-\bar{x})^2}{n-1}}$$

Where:

SD = Standard Deviation

x = scores/values

$\bar{x}$ = sample mean

n = sample

To interpret the result, the interpretation guide is presented below:

Scale	Adjectival value	Mean Score range	Interpretation	Verbal Description
5	Strongly agree	4.21 – 5.00	Very high	The extent of digital transformation strategy of travel agencies is very high. This indicates that the agencies strongly implement digital transformation practices as a whole, particularly in the adoption of online booking systems, AI and automatic integration, digital marketing and customer engagement, and social media and mobile app utilization.
4	Agree	3.41 - 4.20	high	The extent of digital transformation strategy of travel agencies is high. This indicates that the agencies generally implement digital transformation practices as a whole, particularly in the adoption of online booking systems, AI

ISSN No. 2454-6186 | DOI: 10.47772/IJRISS | Volume X Issue VIII August 2026

				and automatic integration, digital marketing and customer engagement, and social media and mobile app utilization.
3	neutral	2.61 – 3.40	moderate	The extent of digital transformation strategy of travel agencies is moderate. This indicates that the agencies implement digital transformation practices to a fair extent as a whole, particularly in the adoption of online booking systems, AI and automatic integration, digital marketing and customer engagement, and social media and mobile app utilization.
2	disagree	1.81 – 2.60	low	The extent of digital transformation strategy of travel agencies is low. This indicates that the agencies have limited implementation of digital transformation practices as a whole, particularly in the adoption of online booking systems, AI and automatic integration, digital marketing and customer engagement, and social media and mobile app utilization.
1	Strongly disagree	1.0 – 1.80	Very low	The extent of digital transformation strategy of travel agencies is very low. This indicates that the agencies have very limited implementation of digital transformation practices as a whole, particularly in the adoption of online booking systems, AI and automatic integration, digital marketing and customer engagement, and social media and mobile app utilization.

For Problem 3, which examines the extent of strategic management practices of travel agencies as a whole in terms of competitive strategies for market adaptation, investment in technology infrastructure, customer satisfaction enhancement strategies, and data-driven decision-making, the mean and standard deviation were used.

For Problem 4, which examines the significant relationship between the travel agencies' profile variables (business type, number of years in operation, number of employees, revenue, and digital tools used) and their extent of digital transformation strategies, the Chi-square test and Goodman-Kruskal's Gamma (G) or Gamma Coefficient were utilized. The formula is below:

Chi-square Formula

$$\chi^2 = \sum \frac{(O - E)^2}{E}$$

Where:

χ^2= chi-square value

O= observed frequency

E= expected frequency

$\sum$= sum of all categories or cells

ISSN No. 2454-6186 | DOI: 10.47772/IJRISS | Volume X Issue VIII August 2026

Gamma Coefficient Formula

$$G = \frac{N_a - N_i}{N_a + N_i}$$

Where:
G= gamma coefficient
N_a= number of agreements
N_i= number of inversions

To answer statement of problem 5, which states, Is there a significant relationship between strategic management practices and profile, Chi-square test and Goodman-Kruskal's Gamma (G) or Gamma Coefficient were used.

Chapter 4
PRESENTATION, ANALYSES, AND INTERPRETATION OF DATA

This chapter deals with the presentation, analysis, and interpretation of data that were gathered and tabulated in accordance with the objectives of the study.

Profile of Travel Agencies

There were 103 subject-respondents in this study. Travel agencies' demographic profile in terms of business type, number. Years of operation, number of employees, revenue, and digital tools used, frequency counts, and percentage distribution are presented below.
The profile of the travel agencies in terms of business type, number of years in operation, number of employees, revenue, and digital tools used, frequency, and percentage distribution is presented below. The table below presents the distribution of the respondents according to the aforementioned profile variables.
Table 1. Frequency and Percentage Distribution of the Respondents According to Profile.

Profile	Category	f	%
Business Type			
	Hybrid (both online and traditional)	3	2.91
	Conventional (Brick and-Mortar) Travel Agency	80	77.67
	Online Travel Agency	20	19.42
	Total	103	100.00
Number of Years in Business Operation			
	Less than 3 years	4	3.88
	3 to 5 years	9	8.74
	6 to 10 years	18	17.48
	More than 10 years	72	69.90
	Total	103	100.00
Number of Employees			
	1–5 Employees	20	19.4

ISSN No. 2454-6186 | DOI: 10.47772/IJRISS | Volume X Issue VIII August 2026

	6–10 Employees	42	40.8
	11–20 Employees	26	25.2
	More than 20 Staff Members	15	14.6
	Total	103	100.0
Revenue			
	Over 50% Revenue Growth	24	23.30
	20–50% Growth	65	63.11
	Below 20% Increase	7	6.80
	No Noticeable Change	2	1.94
	Decline in Revenue	5	4.85
	Total	103	100.00
Digital Tools Used			
	AI Chat assistants	1	.97
	AI chat assistants, online marketing, and social networks (e.g., Facebook, Instagram).	7	6.80
	AI chat assistants, social networks (e.g., Facebook, Instagram), and mobile app services.	2	1.94
	AI chat assistants, social networks (e.g., Facebook, Instagram), mobile app services, and web-based booking portals.	2	1.94
	Mobile App Services	1	.97
	Online Marketing (e.g., SEO,PPC Ads);Social Networks (e.g., Facebook, Instagram)	12	11.65
	Online Marketing (e.g., SEO,PPC Ads);Social Networks (e.g., Facebook, Instagram);Business Process; Automation Tools	2	1.94
	Online marketing and social networks (e.g., Facebook, Instagram).	3	2.91
	Social Networks (e.g.,Facebook, Instagram)	13	12.62
	Social networks (e.g., Facebook, Instagram) and web-based booking portals.	2	1.94
	Web based booking portals	8	7.77

ISSN No. 2454-6186 | DOI: 10.47772/IJRISS | Volume X Issue VIII August 2026

	Web-based booking portals and business process automation tools.	1	.97
	Web-based booking portals and social networks (e.g., Facebook, Instagram).	18	17.48
	Web-based booking portals, AI chat assistants, online marketing, social networks (e.g., Facebook, Instagram), mobile app services, and business process automation tools.	2	1.94
	Web-based booking portals, AI chat assistants, social networks (e.g., Facebook, Instagram), and business process automation tools.	10	9.71
	Web-based booking portals, AI chat assistants, social networks (e.g., Facebook, Instagram), and mobile app services.	5	4.85
	Web-based booking portals, online marketing, and business process automation tools.	2	1.94
	Web-based booking portals, online marketing, social networks (e.g., Facebook, Instagram), mobile app services, and business process automation tools.	3	2.91
	Web-Based Booking Portals;Online Marketing (e.g., SEO, PPC Ads);Social Networks(e.g., Facebook, Instagram)	5	4.85
	Web-Based Booking Portals;Online Marketing (e.g., SEO, PPC Ads);Social Networks(e.g., Facebook, Instagram); Mobile App Services	1	.97
	Web-Based Booking Portals;Social Networks (e.g.,Facebook, Instagram)	1	.97
	Web-Based Booking Portals;Social Networks (e.g., Facebook, Instagram);Mobile App Services	2	1.94
	Total	103	100.00

Table 1 shows that 80 out of 103 subject respondents, or 77.67%, were conventional or brick-and-mortar travel agencies. Next are the online travel agencies with 20 respondents or 19.42%, and there are only 3 hybrid agencies or 2.91% of the total respondents. This shows that most of the travel agencies have physical offices and operate traditionally, and only a portion have online business operations, operations it opts to choose hybrid operations. As to the number of years in business operation, most respondents had been operating for more than 10 years, comprising 72 agencies or 69.90%. This shows that the respondents were generally established businesses with long industry experience. Only a small proportion had operated for less than 3 years, representing 4 respondents or 3.88%. For the number of employees, the largest group had 6–10 employees, with 42 respondents or 40.8%, followed by agencies with 11–20 employees at 25.2%. This suggests that most agencies are small to medium-sized businesses, which is common in the travel agency sector. For revenue, 65 respondents, or 63.11% of agencies, have 20–50% growth, and 24 agencies, or 23.30%, reported over 50% revenue growth. This

ISSN No. 2454-6186 | DOI: 10.47772/IJRISS | Volume X Issue VIII August 2026

means that the majority of the travel agencies have a positive change in revenue. Among the 103 respondents, 4.85%, or 5, experienced a decrease in revenue. For digital tools used, web-based booking portals and social networks had 18 respondents, or 17.48% of the total travel agencies. Social networks were used by 13 agencies, or 12.62%. When online marketing was merged with social networks, 12 agencies, or 11.65%, were part of it. This proves that social media and web-based booking platforms are the most common digital tools used among the respondents.

It implies that even though most of the travel agencies operate traditionally, there are still those who use digital technology to improve their business operations. Traditional travel agencies still exist because many customers value a face-to-face service when making travel bookings. However, the regular use of social networks and web-based booking portals indicates that digital transformation is becoming necessary for competitiveness, customer engagement, and revenue growth. This supports the idea that traditional travel agencies must not solely rely on traditional methods, such as waiting for walk-in customers, giving brochures, and waiting for calls. To stay ahead of the market, this supports the idea that digital tools are no longer optional for travel agencies. Even agencies with physical offices must adopt online platforms, social media, and booking systems to remain competitive and responsive to changing customer behavior. Since most respondents are long-established agencies, their adoption of digital tools suggests that digital transformation is not limited to newly established or online-based businesses but is also relevant to mature and traditional firms.

Extent of Digital Transformation Strategy of Travel agencies as a Whole

The data to determine the level of digital transformation strategy of travel agencies as a whole and in terms of adoption of online booking systems, AI and automatic integration, digital marketing and customer engagement, and social media and mobile app utilization, mean, and standard deviation are presented in the table below.

Table 2. Extent of Digital Transformation Strategy of Travel agencies as a Whole and in terms of .
Adoption of online booking system; AI and automatic integration; Digital marketing and
Customer Engagement; Social Media and Mobile App Utilization.

Statements	Mean	Standard Deviation	Interpretation
Adoption of Online Booking System	**3.93**	**1.05**	**High**
1. The agency has fully rolled out an online booking system.	3.89	1.11	High
2. Booking online has made the operations more efficient.	4.09	1.21	High
3. We managed the shift to digital bookings with minimal disruption	3.80	1.12	High
4. Clients now prefer digital booking options over phone inquiries.	3.81	1.11	High
5. Customer data protection is ensured across our website and digital tools	4.07	1.18	High
AI and Automatic Integration	**3.37**	**.98**	**Moderate**
1. AI tools support crucial aspects of our business processes	3.38	1.00	Moderate
2. Automation has clearly improved productivity and workflows	3.64	1.02	High
3. The staff has been trained to utilize AI-based platforms effectively.	3.37	1.20	Moderate
4. The benefits of AI tools seem to outweigh their costs.	3.23	1.03	Moderate
5. Ethical AI use is prioritized in the operational policies.	3.24	1.14	Moderate
Digital Marketing and Customer Engagement	**4.33**	**.72**	**High**
1. The digital marketing strategies effectively connect with the target audience	4.39	.79	Very High

2. Online interactions are personalized to customer needs.	4.28	.78	Very High
3. Campaign performance is measured consistently and used to improve future plans.	4.34	.75	Very High
4. Customer satisfaction has improved through digital engagement efforts.	4.38	.82	Very High
5. Advanced tools and platforms are integrated into the marketing efforts.	4.27	.87	Very High
Social Media and Mobile App Utilization	**4.15**	**.70**	**High**
1. Social platforms are core to customer engagement approach.	4.40	.73	Very High
2. Mobile app offers a smooth and functional experience	3.88	1.11	High
3. Business decisions are driven by insights from mobile and social channels	4.13	.84	High
4. Actively and swiftly respond to feedback on social platforms	4.33	.75	Very High
5. Interactive features in the app keep users engaged	4.00	.96	High
AS A WHOLE	**3.94**	**.65**	**High**

Legends:(4.21-5.0)-Very High;(3.41 – 4.20)-High;(2.61-3.40) Moderate (1.81 – 2.60)-Low;(1.00 – 1.80)-Very Low

Table 2 shows the level of digital transformation strategy of travel agencies as a whole and in terms of four dimensions: the adoption of online booking systems, AI and automatic integration, digital marketing, customer engagement, and social media and mobile app utilization. As a whole, travel agencies got a mean of 3.94 with a standard deviation of 0.65, with a High interpretation. Meaning most of the respondents are using digital transformation strategies at a high level.

Based on the table, with the four dimensions, Digital Marketing and Customer Engagement have the highest mean of 4.33, even though the individual indicators were interpreted as Very High. This shows that travel agencies strongly use digital marketing strategies to relate to their customers; they offer personalized online communications, measure business performance, improve customer satisfaction, and integrate advanced platforms into marketing efforts.

Social Media and Mobile App Utilization is the second-highest dimension. It has a mean of 4.15 with a High interpretation. The use of social platforms has the highest item under this dimension. This was a fundamental method in engaging customers, and it has a mean of 4.40 with a Very High interpretation. This proves that social media plays a vital role in promoting communication with customers, feedback management, and building good customer relationships among travel agencies.

As to the Adoption of the Online Booking System obtained, it has a mean of 3.93 with a high interpretation. This means that online booking systems are already being used by many agencies and are perceived to improve operational efficiency. The item Booking online has made the operations more efficient obtained the highest mean under this dimension at 4.09, suggesting that agencies recognize the practical value of digital booking systems.

The lowest mean of 3.37 is for AI and Automatic Integration with a Moderate interpretation. It signifies that although travel agencies have already begun using AI and automation, it is not as strong as the other uses of digital transformation strategies. Items that are connected to AI training, ethical AI use, and cost-benefit perceptions have only a Moderate rating.

This means that travel agencies are more mature in customer-facing digital strategies, especially digital marketing, social media engagement, and online booking systems. Even though they are already using modern and basic technology, they are not very advanced in terms of newer, more complicated technologies like Artificial Intelligence (AI) and automation. This may be due to cost, lack of technical skills, limited training, or uncertainty regarding the practical benefits of AI tools.

The high level of digital transformation proves the view that travel agencies become more digital because they know that using new technology will improve their business operations, and they can provide faster and more efficient customer service. But the AI and automation moderate rating suggests that there’s still a need for

ISSN No. 2454-6186 | DOI: 10.47772/IJRISS | Volume X Issue VIII August 2026

capacity-building programs, training of staff, AI-based platforms investment, and clear policies on responsible and ethical AI use.

Extent of Strategic Management Practices of Travel Agencies as a Whole

To determine the level of strategic management practices of travel agencies as a whole and in terms of competitive strategies for market adaptation, investment in technology infrastructure, customer satisfaction enhancement strategies, and data-driven decision-making, the mean and standard deviation were utilized. The table below presents the level of strategic management practices of the travel agencies based on the aforementioned dimensions.

Table 3. Extent of Strategic Management Practices of Travel Agencies as a Whole and in terms of Competitive Strategies for Market Adaptation; Investment in Technology Infrastructure, Customer Satisfaction Enhancement Strategies And Data-Driven Decision-Making.

Statements	Mean	Standard Deviation	Interpretation
Competitive Strategies for Market Adaptation	**4.26**	**.78**	**Very High**
1. The agency proactively enter new market segments when opportunities arise	4.40	.88	Very High
2. Competitor activity is regularly tracked and analyzed	4.01	.97	High
3. The strategy is based on both present and forecasted market trends	4.30	.89	Very High
4. Innovation is balanced with operational risk.	4.26	.80	Very High
5. The strategy includes collaboration across departments to shape competitiveness	4.32	.83	Very High
Investment in Technology Infrastructure	**3.77**	**1.08**	**High**
1. Technological upgrades are an ongoing priority.	3.74	1.09	High
2. IT investments align with long-term strategic goals	3.69	1.15	High
3. Project impact influences the prioritization of tech upgrades	3.69	1.19	High
4. Technological enhancements have led to measurable business improvements.	3.76	1.12	High
5. Innovation in tech is encouraged and supported by leadership	3.89	1.20	High
Customer Satisfaction Enhancement Strategies	**4.63**	**.58**	**Very High**
1. Have active initiatives to boost client satisfaction	4.71	.59	Very High
2. Feedback is collected and used to improve services	4.61	.67	Very High
3. Customer service consistency is maintained across all platforms.	4.66	.65	Very High

4. Employee training programs have directly enhanced service quality.	4.56	.71	Very High
5. Projects focused on boosting client loyalty are being implemented.	4.59	.72	Very High
Data-Driven Decision-Making	**4.32**	**.72**	**Very High**
1. Data insights guide strategic and operational decisions	4.32	.77	Very High
2. Leverage modern tools for data gathering and analysis	4.18	.78	High
3. Data-driven strategies have resulted in positive business outcomes	4.39	.83	Very high
4. Accuracy and reliability of data are emphasized across all levels.	4.32	.74	Very High
5. Data literacy is encouraged throughout our organization	4.39	.79	Very High
Strategic Management Practices as a Whole	**4.25**	**.63**	**Very High**

Legends:(4.21-5.0)-Very High;(3.41 – 4.20)-High;(2.61-3.40) Moderate (1.81 – 2.60)-Low;(1.00 – 1.80)-Very Low

Table 3 shows the level of strategic management practices of travel agencies. As a whole, the respondents got a mean of 4.25 with a standard deviation of 0.63, with a Very High interpretation. This suggests that strategic management practices are consistently applied by travel agencies in their business operations.

A mean of 4.63, interpreted as Very High, goes to the highest-rated dimension, which was Customer Satisfaction Enhancement Strategies. Almost all of the indicators under this dimension were also rated Very High, especially the indicators for the presence of active initiatives to boost client satisfaction, with a mean of 4.71. This shows that travel agencies give a strong emphasis on customer satisfaction; they value customer feedback, consistency in service, training of employees, and client loyalty programs.

Data-Driven Decision-Making was the second-highest dimension, with a mean of 4.32 and a Very High interpretation. This shows that travel agencies value accurate data in making strategic and reliable business decisions.

Competitive Strategies for Market Adaptation also has a Very High extent with a mean of 4.26. This means that travel agencies stay competitive by responding to market opportunities, observing competitors, adapting to trends, managing innovation-related risks, and working collaboratively across departments.

The dimension with the lowest rate was Investment in Technology Infrastructure, with a mean of 3.77 and a high interpretation. Even though this is still favorable, this result suggests that technology investment is less developed compared with customer satisfaction, data-driven decision-making, and competitive strategies.

The findings imply that travel agencies have a strong strategic management orientation, especially in customer satisfaction and market responsiveness. However, investment in technology infrastructure may need further strengthening. While agencies are willing to use technology, their infrastructure investments may not yet be sufficient to fully support advanced digital transformation. The very high level of strategic management practices supports the view that travel agencies are actively addressing competition, responding to customer needs, and adapting to market changes.

The very high level of strategic management practices supports the view that travel agencies really know how to manage competition, address customer needs, and adapt to market changes. The travel agency's main focus on satisfying customers' needs also shows that excellent customer service plays a vital role in successful business operations.

However, the lower rating for technology infrastructure implies that strategic planning must allocate a high budget to upgrade its systems, digital platforms, cybersecurity, and training for employees.

The standard deviation results show the extent of variation or consistency in the responses of the travel agencies regarding their strategic management practices. As a whole, the standard deviation of 0.63 indicates that the respondents' answers were relatively close to the overall mean of 4.25. This means that there was a consistent level of agreement among the respondents that strategic management practices are highly implemented in their travel agencies.

Among the dimensions, Customer Satisfaction Enhancement Strategies obtained the lowest standard deviation of 0.58. This indicates that the responses of the respondents were highly consistent. It means that most travel agencies shared similar perceptions regarding the importance and implementation of customer satisfaction strategies, such as improving client satisfaction, using feedback, maintaining service consistency, training employees, and implementing loyalty programs.

Data-Driven Decision-Making obtained a standard deviation of 0.72, which also shows that the responses were generally close to the mean. This suggests that most respondents agreed that data insights, data accuracy, modern data tools, and data literacy are practiced in their agencies. However, the slightly higher standard deviation compared with customer satisfaction indicates that some agencies may differ in the extent to which they apply data-driven practices in their operations.

Competitive Strategies for Market Adaptation obtained a standard deviation of 0.78. This shows a moderate variation in the responses, but the answers were still generally close to the mean. This implies that while most travel agencies practice market adaptation strategies, such as entering new market segments, monitoring competitors, responding to market trends, balancing innovation with risks, and collaborating across departments, some agencies may implement these strategies more strongly than others.

On the other hand, Investment in Technology Infrastructure obtained the highest standard deviation of 1.08. This indicates that the responses were more widely spread compared with the other dimensions. It means that travel agencies varied more in terms of their investment in technology infrastructure. Some agencies may have stronger technological upgrades, IT investments, leadership support, and innovation practices, while others may still have limited budget, resources, or technical capability to fully support technology-related improvements.

Overall, the standard deviation results imply that the respondents were generally consistent in their assessment of strategic management practices, especially in customer satisfaction enhancement strategies. However, the higher standard deviation in investment in technology infrastructure shows that this area differs more among travel agencies and may need further strengthening. This suggests that while strategic management practices are generally well implemented, technology infrastructure remains an area where agencies have varying levels of readiness and investment capacity.

Relationship Between Digital Transformation Strategies and Business Type

To determine the relationship between digital transformation strategies and the business type of travel agencies, a chi-square test was utilized. The table is presented below.

Variable	Test Statistics (x^2)	P-value	Decision for Ho	Interpretation
Digital Transformation Vs Business Type	37.967	<.001	Reject Ho	Significant

Table 4a. Relationship Between Digital Transformation Strategies and Business type.

Table 4a shows the relationship between digital transformation strategies and business type. The test statistic was $\chi^2 = 37.967$ with a p-value of $< .001$. In this table, the 0.05 significance level is higher than the p-value of .001; the null hypothesis is rejected. This suggests a significant relationship between digital transformation strategies and business type.

This implies that digital transformation strategies are significantly related to the business type of travel agencies. Online and hybrid travel agencies depend on digital platforms and online customer interactions; that's why they can easily adapt to digital. Conventional agencies, on the other hand, may adopt digital transformation more gradually.

The result supports the idea that the adoption of digital transformation strategies is influenced by the business type of travel agencies and their readiness to embrace digital changes. Since online or hybrid travel agencies have a digital nature, they will give more priority to web-based booking, digital marketing, and customer engagement, while traditional agencies may still be dependent on in-person business transactions.

Relationship Between Digital Transformation Strategies and Number of Years in Operation

To determine the relationship between digital transformation strategies and the number of years in operation of travel agencies, the Gamma Coefficient was utilized. The table is presented below.

Table 4b. Relationship Between Digital Transformation Strategies and Number of years in operation

Variable	Test Statistics (G)	P-value	Decision for Ho	Interpretation
Digital Transformation Vs Number of years in operation	0.093	0.576	Accept Ho	Not Significant

Table 4b presents the relationship between digital transformation strategies and the number of years in operation. The test statistic was G = 0.093 with a p-value of 0.576. The null hypothesis was not rejected because the P-value is greater than 0.05 level of significance. Therefore, there is no significant relationship between digital transformation strategies and the number of years in operation.

This implies that the number of years a travel agency has been in operation is not a determining factor in its level of digital transformation. New and old travel agencies may still agree to use digital tools depending on their needs, resources, leadership, and market demands.

The result supports the idea that digital transformation is affected by the business's capacity to adapt to the change of market demand, and it is not merely dependent on how long the firm operates. If a business wants to innovate, no matter how long it has been in the business, it can transform digitally, while newer agencies, if they lack resources and technical capability, may face limitations.

Relationship Between Digital Transformation Strategies and Number of Employees

To determine the relationship between digital transformation strategies and the number of employees of travel agencies, the Gamma Coefficient was utilized. The table is presented below.

Variable	Test Statistics (G)	P-value	Decision for Ho	Interpretation
Digital Transformation Vs Number of Employees	0.009	0.944	Accept Ho	Not Significant

Table4c. Relationship Between Digital Transformation Strategies and Number of Employees.

As presented in the table, the test statistic was G = 0.009 with a p-value of 0.944. Since the p-value is greater than the level of significance of 0.05, the null hypothesis was not rejected. It indicates that there is no significant relationship between digital transformation strategies and the number of employees.

This means that the number of employees in a company, no matter how big or small, does not have a strong effect on whether they adopt or use digital technologies. Both small and large companies or travel agencies may opt to adopt digital tools depending on their business goals and customer needs.

The result supports the view that the number of employees of a firm does not necessarily mean that they can adapt to digital transformation. To improve service delivery and reach a wider audience, small travel agencies use affordable digital tools like social media, web-based booking portals, and online marketing platforms.

Relationship Between Digital Transformation Strategies and Revenue

To determine the relationship between digital transformation strategies and the revenue of travel agencies, the Gamma Coefficient was utilized. The table below shows the relationship between the aforementioned variables.

Variable	Test Statistics (G)	P-value	Decision for Ho	Interpretation
Digital Transformation Vs Revenue	0.537	<.001	Reject Ho	Significant

Table4d. Relationship Between Digital Transformation Strategies and Revenue.

Table 4d presents the relationship between digital transformation strategies and revenue. The likelihood-ratio chi-square test yielded G = 0.537 with a p-value of < .001. Since the p-value is less than the .05 level of significance, the null hypothesis was rejected. Therefore, there was a statistically significant association between digital transformation strategies and the reported revenue-growth category of the travel agencies.

The finding indicates that the distribution of reported revenue-growth categories differed according to the level of digital transformation strategies. However, the result should not be interpreted as evidence that digital transformation caused an increase in revenue because the study employed a cross-sectional correlational design. The significant association only indicates that the two variables were statistically related within the sample.

The result may suggest that agencies reporting different levels of digital transformation also differed in their reported revenue-growth categories. Nevertheless, other organizational, market, financial, and operational factors may also be associated with revenue outcomes and were not controlled in the present study.

Relationship Between Strategic Management Practices and Business Type.

The relationship between strategic management practices and the business type of travel agencies was ascertained in this study, and the chi-square test was utilized. The table presents the test of the relationship between strategic management practices and the business type of travel agencies.

Table 5a. Relationship Between Strategic Management Practices and Business Type.

Variable	Test Statistics (x^2)	P-value	Decision for Ho	Interpretation
Strategic Management Practices vs Business Type	6.859	0.334	Failed to Reject Ho	Not Significant

Table 5a presents the relationship between strategic management practices and business type. The Pearson chi-square test yielded $\chi^2 = 6.859$ with a p-value of .334. Since the p-value is greater than the .05 level of significance, the null hypothesis was not rejected. Therefore, there is no statistically significant association between the business type of travel agencies and their strategic management practices.

This finding indicates that the strategic management practices reported by the travel agencies did not significantly differ according to business type. Conventional, online, and hybrid travel agencies may demonstrate similar levels of strategic management practices, although their specific operational structures and digital orientations may differ. The result should be interpreted as an absence of statistically significant association in the present sample and not as evidence that business type has no practical relevance to strategic management.
This result shows that strategic management principles are also applicable in tourism, hospitality, and small and large business organizations. This is in conformity with the study of Evans (2024). This also supports the study that any type of business can use strategic management practices. May it be conventional, online, and hybrid travel agencies for as long as they can apply strategic planning to improve their business performance.
In Milojković, Milojković, and Milojković's (2024) study, they also found that using digital tools in applying strategic management for travel agencies will help them operate more efficiently, they can be more competitive, and they can serve their customers better. This supports the idea that digital tools and strategies are useful for conventional, online, and hybrid travel agencies. Strategic planning for technology, market adaptation,

innovation, and customer-oriented services can be adapted, regardless of whether the travel agency is small or large, to improve business performance and competitiveness.

Relationship Between Strategic Management Practices and Number of Years in Operation

To determine the relationship between strategic management practices and the number of years in operation of travel agencies, the Gamma Coefficient was utilized. The table presents the test of the relationship between strategic management practices and the number of years the travel agencies have been in operation.

Variable	Test Statistics (G)	P-value	Decision for Ho	Interpretation
Strategic Management Practices Vs Number of years in operation	0.400	0.019	Reject Ho	Significant

Table 5b shows the relationship between strategic management practices and the number of years in operation. The computed test statistic was G = 0.400 with a p-value of 0.019. The p-value is less than the 0.05 level of significance; the null hypothesis was rejected, indicating a significant relationship.

This implies that the business's length in operation may influence how well it practices strategic management. For travel agencies that have been in business longer already developed stronger systems, it has a better market understanding, and have more refined customer service strategies.

This result is in conformity with the study that identified strategic planning, management capacity, innovation, networks, and human resources by Rodrigues, Franco, Silva, and Oliveira (2021). According to them, the latter mentioned are important factors for success to sustained financial growth and competitiveness for Small and Business Enterprises. The result of this study somehow provides further insights that travel agencies who is in business operations longer may develop stronger managerial capabilities and gain more strategic practices in the long run Chukwuka and Ese, 2022). He also found out that there is a positive effect of strategic planning on SME, especially on business performance, such as market share, profitability, and customer satisfaction.

Relationship Between Strategic Management Practices and Number of Employees

To determine the relationship between strategic management practices and the number of employees of travel agencies, the Gamma Coefficient was utilized. The table presents the test of the relationship between strategic management practices and the number of employees of travel agencies.

Table 5c. Relationship Between Strategic Management Practices and Number of Employees

Variable	Test Statistics (G)	P-value	Decision for Ho	Interpretation
Strategic Management Practices Vs Number of Employees	0.162	0.220	Failed to Reject Ho	Not Significant

Table 5c presents the relationship between strategic management practices and the number of employees. Statistically computed using Gamma Coefficient with a computed value of G = 0.162 with a p-value of 0.220. P-value is greater than the 0.05 level of significance, the null hypothesis was not rejected. Therefore, there is no significant relationship between strategic management practices and the number of employees.

This implies that the number of employees does not significantly influence the level of strategic management practices. Small and large travel agencies may both practice strategic planning, customer satisfaction initiatives, and data-driven decision-making.

This result is in conformity with the study that among SMEs, organizational culture plays an important role in strengthening the relationship between strategic management and organizational performance by Djidjik, Şener, and Benhima (2025). This supports the finding that the number of employees in an organization or travel agencies does not affect the effectiveness of their strategic management, but rather it depends on the clarity of business goals, the organization's alignment of its strategies, and it must have a supportive culture.

Relationship Between Strategic Management Practices and Revenue

The relationship between strategic management practices and the revenue of travel agencies was ascertained in this study, and the Gamma Coefficient was utilized. The table below presents the test of the relationship between strategic management practices and the revenue performance of travel agencies.

Table 5d. Relationship Between Strategic Management Practices and Revenue.

Variable	Test Statistics (G)	P-value	Decision for Ho	Interpretation
Strategic Management Practices Vs Revenue	0.623	<.001	Reject Ho	Significant

Table 5d presents the relationship between strategic management practices and revenue. The likelihood-ratio chi-square test yielded G = 0.623 with a p-value of < .001. Since the p-value is less than the .05 level of significance, the null hypothesis was rejected. Therefore, there was a statistically significant association between strategic management practices and the reported revenue-growth categories of the travel agencies.

The result indicates that travel agencies with different levels of strategic management practices also differed in their reported revenue-growth categories. This finding suggests an association between strategic management practices and reported revenue growth; however, it does not establish that strategic management practices caused higher revenue. Because the study used a cross-sectional correlational design and relied on self-reported revenue-growth categories, the result should be interpreted cautiously.

Other factors, such as market conditions, customer demand, agency size, financial resources, competitive environment, and technological capability, may also be associated with revenue outcomes. Thus, the present finding establishes a statistically significant association rather than a causal effect.This result conforms with the study that SMEs performance is influence by strategic management practices that includes financial outcomes such as profitability, revenue growth, and access to financing, as well as non-financial outcomes such as customer satisfaction, adaptability, and employee retention according to Kagumu (2025),This further supports the finding that if travel agencies have a strong strategic management practices, it may achieve increase in revenue. This is because of its structured planning, innovation, and market responsiveness.

Chapter 5
SUMMARY OF FINDINGS, CONCLUSION, AND RECOMMENDATION

This chapter presents the summary of findings based on the data gathered from 103 travel agency respondents in Negros Occidental and Negros Oriental, the conclusions formulated based on the results, and the recommendations based on the results of the study.

Summary of Findings

This study determined the digital transformation strategies and strategic management practices of travel agencies in Negros Occidental and Negros Oriental. Travel agencies' profiles were also examined, and the significant relationships between selected profile variables and the major study variables. The following findings were as follows:

1. The majority of the respondents, which is 80 or 77.67% of the 103 respondents, answered that there were conventional or brick-and-mortar travel agencies, had 6–10 employees, and 42 respondents or 40.8% reported positive growth.

2. The digital transformation strategies of travel agencies, when taken as a whole, have a mean of 3.94 and a standard deviation of 0.65, showing a high level of implementation. Among the indicators of digital transformation, digital marketing and customer engagement obtained the highest mean of 4.33, interpreted as very high, while the lowest mean of 3.37 was obtained by AI and automation integration.
3. The level of strategic management practices of travel agencies, taken as a whole, was very high, with an overall mean of 4.25 and a standard deviation of 0.63. Among the indicators, customer satisfaction enhancement strategies obtained the highest mean of 4.63, interpreted as very high. This was followed by data-driven decision-making, with a mean of 4.32, and competitive strategies for market adaptation, with a mean of 4.26, both interpreted as very high. Meanwhile, investment in technology infrastructure obtained the lowest mean of 3.77, interpreted as high.
4. There was a significant relationship between digital transformation strategies and business type, with $\chi^2 = 37.967$ and $p < .001$. There was no significant relationship between digital transformation strategies and the number of years in operation, with

   $G = 0.093$ and $p = .576$.
5. There was no significant relationship between strategic management practices and business type, with $\chi^2 = 6.859$ and $p = .334$. This means that the type of business is not a factor in applying strategic management practices. It all depends on the travel agency's resources, leadership, goals, and operational needs.

   The computed $G = 0.400$ and $p = .019$ mean that there was a significant relationship between strategic management practices and the number of years in operation. This indicates that Travel agencies that have operated for a longer period may have stronger strategic management practices due to accumulated experience, established procedures, and greater familiarity with industry challenges. Longer business experience was associated with stronger strategic management practices.

   There was no significant relationship between strategic management practices and the number of employees, with $G = 0.162$ and $p = .220$. This shows that workforce size did not significantly influence strategic management practices.

There was a statistically significant association between digital transformation strategies and reported revenue-growth categories, as indicated by $G = 0.537$ and $p < .001$. Similarly, strategic management practices were significantly associated with reported revenue-growth categories, with $G = 0.623$ and $p < .001$. These findings indicate that the levels of digital transformation and strategic management practices were statistically associated with the reported revenue-growth categories of the travel agencies. However, these associations should not be interpreted as causal relationships because the study employed a cross-sectional correlational design and used self-reported revenue-growth categories.

Conclusions

Based on the results and findings of the study, the following conclusions were formulated:

1. Most travel agencies in Negros Occidental and Negros Oriental are conventional or brick-and-mortar agencies, have been operating for more than ten years, have 6–10 employees, and reported positive revenue growth. Web-based booking portals and social media were the most commonly used digital tools.
2. Travel agencies have a high level of digital transformation, particularly in digital marketing and customer engagement. However, AI and automation remain moderately implemented, indicating a need for further investment and staff training.
3. Travel agencies have a very high level of strategic management practices, with customer satisfaction as their strongest focus. Nonetheless, greater investment in technology infrastructure is needed to support efficiency and long-term competitiveness.
4. Digital transformation strategies were significantly related to business type and revenue. However, they were not significantly related to the number of years in operation and the number of employees.
5. Strategic management practices were significantly related to the number of years in operation and revenue. However, they were not significantly related to business type and the number of employees.

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Recommendations

Based on the foregoing findings and conclusions, the following recommendations were formulated:

1. To support more efficient and secure business operations, travel agency owners and managers may set aside investment in technology infrastructure. They are encouraged to upgrade their online booking systems, find ways to protect the data of customers, adopt automation tools for routine processes, and use performance tracking systems to guide decision-making and enhance overall business competitiveness.
2. Travel agencies are encouraged to provide regular training for owners, managers, and staff on AI tools, automation platforms, digital marketing, data analytics, cybersecurity, and ethical use of technology.
3. Agencies may gradually integrate AI and automation into selected business processes, such as customer inquiries, reservation tracking, customer relationship management, and workflow monitoring, to improve productivity and service quality.
4. To better connect with customers and deliver services more efficiently, travel agencies are encouraged to continue improving, sustaining, and strengthening their digital marketing and customer engagement strategies. They may use social media analytics, personalized online interactions, timely feedback responses, and consistent campaign evaluation to maintain customer engagement.
5. Conventional travel agencies are encouraged to adopt more digital tools while maintaining personalized face-to-face service, so they can serve both traditional and digitally oriented customers.
6. Industry associations, tourism offices, and policymakers are encouraged to design capacity-building programs, digital transformation seminars, and technology support initiatives for small and medium-sized travel agencies.
7. For travel agencies to advance in modern technologies, government agencies' and tourism stakeholders may provide support to implement this kind of program. To upgrade their digital platforms, improve service delivery, strengthen operational efficiency, and remain competitive in the evolving tourism market, the program may include incentives, technical assistance, training opportunities, and public-private partnerships that enable agencies.
8. To develop data-driven decision-making practices, travel agencies are encouraged to systematically collect, evaluate, and utilize relevant business information. This includes feedback from customers, revenue trends, booking behavior, and market updates. By using these data in strategic planning, they can now make informed decisions, able to identify opportunities, can respond to customer needs, can improve operational performance, and remain competitive in the tourism industry.
9. Future researchers may conduct studies on the barriers to AI and automation adoption among provincial travel agencies, including cost, skills, infrastructure, and customer acceptance.
10. Future studies may also explore customer perspectives on digital services, compare travel agencies across different provinces, or conduct longitudinal research on how digital transformation affects profitability and competitiveness over time.

TRAINING INTERVENTION PLAN TO ENHANCE DIGITAL TRANSFORMATION AND STRATEGIC MANAGEMENT PRACTICES OF TRAVEL AGENCIES

I. IDENTIFYING INFORMATION

A. Title:	Digital-Strategic Capability Enhancement Program for Travel Agencies
B. Venue:	To be determined / Online Platform / Training Venue

C. Participants:	Travel agency owners, managers, staff, marketing personnel, IT personnel, and tourism stakeholders
D. Project Cost:	Php __________
E. Source of Fund:	Agency funds / LGU tourism support / partner institutions / sponsorships / other available funds
F. Duration:	5 days training with quarterly monitoring and follow-up activities

II. RATIONALE:

The proposed enhancement program is based on the findings of the study which revealed that travel agencies in Negros Occidental and Negros Oriental generally have a high level of digital transformation strategies. However, among the digital transformation indicators, AI and automation integration obtained the lowest rating, indicating the need to further strengthen the use of artificial intelligence, automation tools, and digital systems in travel agency operations.

The findings also showed that travel agencies demonstrated a very high level of strategic management practices. However, investment in technology infrastructure obtained the lowest rating among the strategic management indicators. This implies the need to improve technology infrastructure, digital readiness, online booking systems, data management, cybersecurity practices, and staff digital capability.

In the current tourism industry, digital transformation has become essential in improving customer service, increasing operational efficiency, enhancing competitiveness, and supporting revenue growth. Travel agencies must adapt to changing customer needs, online booking preferences, digital marketing trends, and data-driven business practices. Hence, this enhancement program is designed to strengthen the digital transformation strategies and strategic management practices of travel agencies through capacity-building activities, technology planning, AI and automation training, customer engagement improvement, and strategic planning.

III. OBJECTIVES:

This Digital-Strategic Capability Enhancement Program for Travel Agencies aims to strengthen the digital transformation strategies and strategic management practices of travel agencies for improved competitiveness, customer satisfaction, and business performance.

Specifically, the program aims to:

1. Enhance the digital readiness of travel agencies in terms of technology use, online systems, and digital tools;
2. Improve the adoption of AI and automation in selected travel agency operations;
3. Strengthen technology infrastructure, online booking processes, customer data protection, and digital transaction systems;
4. Sustain and improve digital marketing, social media promotion, and online customer engagement practices;
5. Promote data-driven decision-making through the use of customer feedback, booking records, revenue trends, and digital analytics;
6. Support strategic management practices through planning, monitoring, market adaptation, and performance evaluation; and
7. Improve customer satisfaction, service quality, competitiveness, and long-term sustainability of travel agencies.

IV. WORKING COMMITTEES

Executive Committee

1. Chairperson:	Program Head / Researcher / Tourism Office Representative
2. Co-Chairperson:	Travel Agency Association Representative / Training Coordinator

3. Members: Travel agency owners/managers, IT trainers, digital transformation experts, tourism officers, marketing specialists, and business consultants

Support Committees

Committee	Main Functions
Training and Facilitation Committee	Prepare the training design and program flow; coordinate speakers, facilitators, and resource persons; manage learning sessions on AI, automation, digital marketing, online booking, data analytics, and strategic planning.
Documentation and Evaluation Committee	Prepare attendance sheets, evaluation forms, activity reports, and monitoring tools; document outputs; and submit a terminal report.
Logistics and Technical Committee	Prepare the venue or online platform, equipment, internet connectivity, training materials, and technical support.

V. METHODOLOGY

The modes of delivery for this program shall be through the following:

1. Seminar-workshops on digital transformation and strategic management;
2. Digital readiness assessment and consultation;
3. Hands-on training on AI tools, automation, online booking systems, and digital platforms;
4. Group workshops on digital marketing, customer engagement, and strategic planning;
5. Preparation of agency technology upgrade plans and strategic action plans; and
6. Quarterly monitoring and evaluation of program implementation.

The program shall be implemented in four phases: Assessment and Planning, Capacity Building, Application and Integration, and Monitoring and Evaluation.

Program Activity Matrix

Activity	Description	Expected Output
Digital Readiness Assessment	Assess existing digital tools, internet connectivity, booking systems, cybersecurity practices, and staff digital skills.	Digital readiness report and technology upgrade plan
AI and Automation Training	Introduce AI chat assistants, automated replies, reservation tracking, customer relationship management systems, ethical AI use, and data privacy.	Basic AI and automation tools introduced in selected processes
Digital Marketing Enhancement Workshop	Improve social media marketing, content planning, online advertisements, personalized promotions, customer engagement, and campaign evaluation.	Improved digital marketing plan and customer engagement strategy

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Online Booking System Improvement	Review and improve online booking platforms, customer transaction flow, secure payment guidance, and data protection practices.	Improved online booking process and customer transaction flow
Data-Driven Decision-Making Seminar	Train owners and managers to use customer feedback, revenue trends, booking records, and online engagement data in business decisions.	Basic business data dashboard or monitoring template
Strategic Planning Session	Prepare strategic plans on market adaptation, customer satisfaction, technology investment, and revenue growth.	Strategic action plan for market adaptation
Customer Service and Loyalty Program Development	Improve service consistency, feedback utilization, response time, and loyalty programs for repeat customers.	Customer satisfaction improvement plan and feedback system

VI. BUDGETARY REQUIREMENT/S

EXPECTED PARTICIPANTS:

DATE	**Participants**	**TOTAL**
To be determined	Travel agency owners/managers	____
To be determined	Travel agency staff/marketing personnel	____
To be determined	IT personnel / resource persons	____
To be determined	Tourism stakeholders / committee members	____

Particulars:

Budget Item	**Estimated Cost**
Training materials and printing	Php ______
Certificates	Php ______
Resource speaker honorarium	Php ______
Internet/load allowance, if online	Php ______
Venue/platform expenses	Php ______
Meals/snacks, if face-to-face	Php ______
Documentation supplies	Php ______
Other expenses	Php ______
TOTAL	**Php ______**

A. Source of Funds: Agency funds / LGU tourism support / partner institutions / sponsorships / other available funds

Platform/Venue: To be determined / Online platform / Training venue

Training Date: To be determined

Prepared by:	**Reviewed by:**	**Approved by:**
______________________	______________________	________________
Name and Signature	Name and Signature	Name and Signature

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