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Business Performance of Resorts and Casino: Basis for Sustainability Plan

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Abstract

This study examines the business performance of Company A, a mid-sized resorts and casino establishment located in Binangonan, Rizal, with the aim of developing a sustainability plan focused on operations, marketing, and competitiveness. The research addresses persistent challenges such as aging facilities, inconsistent service quality, pricing misalignment, and declining guest satisfaction, which collectively weaken competitiveness in the experience-driven hospitality and gaming industry. By assessing these issues, the study seeks to identify strategic interventions that can improve organizational performance and long-term sustainability.A descriptive qualitative and descriptive research design was employed. Data were gathered through in-depth interviews with key management personnel, analysis of guest feedback from online travel platforms, and benchmarking against leading competitors. Document analysis was also utilized as a secondary method to validate and triangulate findings. Thematic analysis was applied to identify recurring patterns in operational efficiency, service delivery, marketing effectiveness, and competitive positioning.Results of the study indicate that operational gaps and deteriorating facilities were the primary factors contributing to declining guest satisfaction and reduced repeat visitation. Marketing initiatives were found to be consistent but ineffective in bridging the gap between expected and actual guest experience. Benchmarking results highlighted opportunities for modernization, service enhancement, development of experience-based packages, and strengthening of digital marketing and loyalty programs.The study concludes that coordinated improvements in operations, marketing, and competitive strategy are essential for restoring guest satisfaction and ensuring sustainable business performance. A structured sustainability plan was proposed, including phased renovations, standardization of operating procedures, staff retraining, curated guest offerings, and KPI-based monitoring systems for financial performance, customer satisfaction, and operational efficiency. Continuous improvement and risk management mechanisms were also integrated to support long-term resilience. The findings offer practical guidance for similar mid-sized resorts and casinos seeking to enhance competitiveness in a dynamic hospitality environment in the Philippine context specifically today.

Keywords: Business Performance, Resorts and Casino Industry, Sustainability Plan, Operational Efficiency, Guest Satisfaction, Marketing Effectiveness, Competitive Strategy, Hospitality Management

Introduction

The resorts and casino industry remains one of the most dynamic and rapidly evolving sectors globally, significantly contributing to employment generation, capital investment, and cultural exchange (UNWTO, 2022). In the Philippine context, the resorts and casino industry continues to play a vital role in national development, consistently recognized as a key driver of economic growth and local competitiveness (Department of Tourism, 2023). Its continued expansion is supported by increasing domestic travel demand, the gradual recovery of international arrivals, and sustained government investment in tourism infrastructure (Philippine Statistics Authority, 2023). These developments underscore the growing importance of strengthening business performance, improving service quality, and ensuring long-term sustainability within the resorts and casino sector.

Within this context, integrated resorts and casino developments significantly influence service standards and shape customer expectations. These establishments typically combine accommodation, entertainment, gaming, dining, and leisure services, creating a comprehensive guest experience. Large-scale integrated resorts have demonstrated sustained success through diversified offerings, operational efficiency, and strong marketing strategies. Their ability to maintain high service standards, supported by advanced systems and global partnerships, has positioned them as benchmarks for excellence in the resorts and casino industry (Gu & Tam, 2019).

Despite these advancements, a gap persists between the intended business performance of some mid-sized resort and casino establishments and the actual guest experience delivered. While many properties strive to project a premium brand image, limitations in operations, facility conditions, and service consistency often hinder the achievement of long-term business goals. This disconnect between brand promise and service delivery negatively affects customer satisfaction, repeat visitation, and overall competitiveness, particularly in emerging tourism areas such as Binangonan, Rizal.

Based on initial observations, recurring service-related concerns have been identified, including inadequate facility maintenance, inconsistent service delivery, delayed customer response, and suboptimal staff interactions. Prior studies consistently recognize these factors as major determinants of customer satisfaction and service quality evaluation. Moreover, customer expectations continue to evolve due to increased access to information and heightened industry competition. As a result, organizations are expected not only to implement effective marketing strategies but also to consistently deliver high-quality service experiences. However, gaps between expected and actual performance may still occur when operational systems are not regularly assessed and improved. These gaps may lead to negative customer perceptions, weakening brand image and diminishing marketing effectiveness. This highlights the need for organizations to align operational practices with customer expectations to ensure consistent and positive guest experiences.

The operation of resort and casino establishments is governed by regulatory frameworks that ensure compliance, fairness, and responsible gaming practices. The Philippine Amusement and Gaming Corporation (PAGCOR) serves as the primary regulatory authority overseeing casino licensing, operations, and compliance with national standards. In addition, tourism-related policies from the Department of Tourism and local government regulations guide resort development and operations. These frameworks ensure adherence to safety, service quality, and ethical business practices, reinforcing the importance of aligning operational performance with regulatory requirements.

The need to assess operational and strategic performance is supported by literature emphasizing the strong relationship between service quality, customer satisfaction, and business sustainability. Studies indicate that operational efficiency, employee competence, and facility quality are critical determinants of guest experience in resort and casino settings (Walker, 2020). Furthermore, research suggests that competitive advantage in the industry is achieved through the integration of marketing strategies with consistent service delivery and innovation, highlighting the importance of aligning internal processes to enhance overall business performance and sustainability.

Given these considerations, this study focuses on evaluating the business performance of Company A, a mid-sized resort and casino located in Binangonan, Rizal. The researcher is motivated to examine the factors affecting marketing effectiveness, operational efficiency, and competitiveness, which collectively influence overall business performance. By identifying gaps and benchmarking industry practices, the study aims to propose strategic recommendations that will enhance service quality, strengthen brand alignment, and support long-term sustainability. This research is deemed significant as it provides insights that may contribute not only to the improvement of Company A but also to similar establishments within the resorts and casino industry.

Material and methods

2.1 Research Design

This study employs a qualitative and descriptive research design.

2.2 Locale of the Study

The study was conducted in Binangonan, Rizal.

2.3 Respondents of the Study

The respondents of the study consisted of selected management personnel, operational staff, and key informants of Company A who possess direct knowledge and experience regarding the resort's marketing performance, operational efficiency, and competitiveness. In addition, customer perspectives were gathered through online guest reviews and feedback from Online Travel Agencies (OTAs) such as Agoda and Booking.com. The respondents were purposively selected based on their involvement in the company's operations, customer service, and marketing activities to provide relevant insights necessary for evaluating the business performance and sustainability of the resort and casino operations.

2.4 Sample and Sampling Procedure

This study employed purposive sampling to select participants with direct knowledge and involvement in the operations of Company A, a mid-sized resort and casino in Binangonan, Rizal. The respondents included key management personnel such as department heads and supervisors from operations, marketing, customer service, and facility management, as their roles provided relevant insights on business performance and operational challenges.To complement primary data, the study also utilized secondary sources, including guest feedback from online travel platforms and company documents such as operational reports. These were used to validate and triangulate interview data. In addition, benchmarking with selected comparable resort and casino establishments was conducted to identify best practices and performance gaps.Overall, the sampling procedure ensured a comprehensive perspective by combining internal stakeholder insights, customer feedback, and industry comparison to support a well-founded analysis of business performance and sustainability planning..

2.5 Research Instrument

This study utilized a semi-structured interview guide as the primary research instrument to gather in-depth qualitative data from key management personnel of Company A, a mid-sized resort and casino in Binangonan, Rizal. The interview guide was designed to elicit detailed responses regarding operational efficiency, marketing strategies, service delivery, customer satisfaction, and overall business performance. Follow-up probing questions were included to clarify responses and obtain richer insights relevant to the study objectives.To strengthen the validity of the findings, the interview data were supplemented with document analysis. Company reports, operational records, and performance summaries were reviewed to provide supporting evidence and contextual understanding of the organization's current business practices. In addition, guest feedback and online reviews from travel platforms were analyzed to capture customer perceptions of service quality and experience.The instrument was validated through expert review to ensure clarity, relevance, and alignment with the research objectives. Triangulation of data sources—interviews, documents, and customer feedback—was employed to enhance the reliability and credibility of the findings...

2.6 Data Gathering Procedure

The data gathering procedure of this study followed a systematic process to ensure the accuracy, reliability, and validity of the information collected. Initially, a formal request was secured from Company A, a mid-sized resort and casino in Binangonan, Rizal, to conduct the study and gather relevant data from key personnel and available documents. Upon approval, the researcher coordinated with department heads to schedule interviews with selected participants.Primary data were collected through semi-structured interviews with key management personnel involved in operations, marketing, customer service, and facility management. The interviews were conducted using a prepared guide, allowing for both structured questions and follow-up probing to obtain detailed responses regarding business performance and operational challenges.Secondary data were also gathered through document analysis, including company reports, operational records, and performance summaries. In addition, guest feedback and online reviews from travel platforms were reviewed to capture customer perceptions and validate findings from the interviews.After data collection, all responses and documents were systematically organized and transcribed for analysis. Thematic analysis was then applied to identify recurring patterns and significant themes related to operational efficiency, marketing effectiveness, service quality, and competitiveness.Overall, the structured data gathering procedure ensured a comprehensive and triangulated approach, providing a solid foundation for analyzing the business performance of Company A and developing a sustainability plan.

2.7 Data Analysis Techniques

This study employed thematic analysis as the primary data analysis technique to examine the business performance of Company A, a mid-sized resort and casino in Binangonan, Rizal. Thematic analysis was used to systematically identify, organize, and interpret recurring patterns and themes emerging from qualitative data gathered through semi-structured interviews, document analysis, and guest feedback.The analysis process began with data familiarization, where interview transcripts, company reports, and online guest reviews were carefully reviewed to gain an overall understanding of the responses. This was followed by initial coding, where relevant statements were categorized based on key areas such as operational efficiency, marketing effectiveness, service quality, customer satisfaction, and competitiveness.After coding, similar codes were grouped into broader themes that reflected significant patterns in the data. These themes were then reviewed and refined to ensure consistency and alignment with the research objectives. The final themes served as the basis for interpreting the business performance of Company A and identifying gaps in operations and service delivery.To enhance the validity and reliability of the findings, triangulation was applied by comparing data from interviews, documents, and customer feedback sources. This approach ensured that conclusions were well-supported and not dependent on a single data source.Overall, the use of thematic analysis provided a structured and systematic approach to interpreting qualitative data, enabling a comprehensive understanding of the company's business performance and supporting the development of a sustainability plan..

2.8 Ethical Considerations

This study strictly adhered to ethical standards in the conduct of research. Prior to data collection, permission was secured from the management of Company A, a mid-sized resort and casino in Binangonan, Rizal, as well as from relevant academic authorities to ensure proper coordination and approval. The respondents were informed about the purpose of the study, and their participation was entirely voluntary. Informed consent was obtained, assuring participants that they may withdraw from the study at any time without any consequences. Confidentiality and anonymity were strictly maintained by not disclosing the identities of respondents, and all gathered data were used solely for academic purposes. The researcher also ensured that no harm, discomfort, or undue pressure was imposed on participants throughout the process. All information collected was handled with utmost respect, integrity, and objectivity, and findings were presented honestly without manipulation or misrepresentation..

Results and Discussion

3.1 Operational Efficiency

The findings reveal that Company A experiences significant operational inefficiencies that are primarily characterized by aging facilities, limited process standardization, and delays in service execution. Interview data from key management personnel indicate that several operational procedures remain partially manual, which contributes to inconsistent workflows, slower transaction processing, and occasional service bottlenecks during peak guest periods. These inefficiencies are further reflected in the organization’s day-to-day operations, where the lack of integrated systems affects coordination among departments such as front office, housekeeping, maintenance, and guest services.

In addition, document analysis supports these findings by highlighting recurring maintenance concerns and frequent operational adjustments that disrupt workflow continuity. The reliance on reactive rather than preventive maintenance practices also contributes to interruptions in service delivery. As a result, operational resources are often allocated to immediate problem-solving rather than long-term efficiency improvements, which further affects productivity and service consistency.

These results imply that operational weaknesses have a direct and significant impact on service reliability, productivity, and overall guest experience. In the hospitality and casino industry, where service speed, comfort, and experience quality are critical, inefficiencies can quickly translate into customer dissatisfaction and reduced competitiveness. The presence of outdated systems and inconsistent processes suggests a need for organizational restructuring in operational management to meet evolving industry standards.

Moreover, the findings suggest that improving operational efficiency is not only a matter of facility enhancement but also involves strengthening internal systems, workflows, and employee coordination. Without proper intervention, these inefficiencies may continue to accumulate, potentially leading to higher operational costs, reduced employee productivity, and declining customer satisfaction. Over time, this may negatively affect the company’s market position and long-term sustainability in an increasingly competitive industry.

These findings are strongly supported by Walker (2020), who emphasized that operational efficiency, facility condition, and process standardization are critical determinants of service quality and overall business performance in hospitality organizations. Similarly, Gu and Tam (2019) highlighted that integrated resorts that invest in modernized systems and streamlined operations tend to achieve higher competitiveness, improved guest satisfaction, and stronger long-term sustainability. Their studies reinforce the importance of aligning operational systems with industry standards to maintain competitiveness in a dynamic hospitality environment.

3.2 Service Quality and Customer Satisfaction

The study found that service quality in Company A is generally inconsistent, particularly in areas such as staff responsiveness, communication, and guest handling. Interview data and guest feedback both indicate that while some employees demonstrate commendable hospitality, courteous behavior, and willingness to assist guests, these positive experiences are not consistently observed across all departments and service encounters. This variability creates an uneven guest experience, where service quality depends largely on the assigned personnel and the specific situation encountered by the guest.

Guest feedback analysis from online review platforms further revealed recurring concerns regarding delayed assistance, slow response times to service requests, and occasional miscommunication between staff and guests. These issues were frequently mentioned in negative reviews and were identified as key factors affecting overall customer satisfaction. However, it is also notable that positive feedback highlighted satisfactory accommodations and friendly interactions, suggesting that the establishment has the potential to deliver quality service when proper service standards are effectively observed.

Management interviews suggest that training programs are in place; however, they are not consistently implemented, monitored, or reinforced across all departments. As a result, there is variability in employee performance, which directly impacts service consistency and guest satisfaction. This inconsistency affects not only immediate service experiences but also long-term customer loyalty and repeat visitation patterns.

These findings imply that customer satisfaction in Company A is highly sensitive to service consistency and employee performance. In the hospitality and casino industry, where guest experience is a primary driver of competitiveness, even minor inconsistencies in service delivery can significantly influence customer perception and brand reputation. Therefore, continuous employee training, reinforcement of service standards, and implementation of performance monitoring systems are essential to ensure uniform service delivery across all service touchpoints.

Supporting literature emphasizes the importance of these findings. Parasuraman et al. (1988) highlight that consistency in service delivery is a critical determinant of customer satisfaction, perceived quality, and customer loyalty. Similarly, Walker (2020) stressed that employee performance, service behavior, and responsiveness are key drivers of guest experience in hospitality settings. These studies reinforce the idea that improving service consistency is essential for enhancing customer satisfaction and sustaining competitiveness in the resort and casino industry.

3.3 Marketing Effectiveness

The findings indicate that Company A implements a range of marketing strategies, including promotional packages, seasonal offers, and digital campaigns through online platforms. These efforts are intended to attract new customers and maintain market presence within the competitive resort and casino industry. However, despite the consistency of these marketing activities, the results suggest that they are not fully effective in generating sustained customer loyalty and repeat visitation.

A key issue identified is the persistent gap between marketing promises and the actual guest experience delivered by the establishment. Guest feedback from online reviews and customer comments reveals that while marketing materials often portray a premium, high-quality, and seamless resort experience, the actual service delivery does not consistently align with these expectations. This mismatch creates dissatisfaction among guests who feel that the delivered experience does not fully reflect the advertised value.

As a result, this misalignment reduces customer trust and weakens overall brand credibility. When expectations created by marketing are not met in actual service encounters, customers are more likely to provide negative feedback, reduce repeat visits, and discourage potential clients through word-of-mouth or online reviews. Over time, this affects not only customer satisfaction but also the long-term market positioning of the organization.

These findings imply that marketing effectiveness is highly dependent on the alignment between promotional messaging and operational performance. Inconsistent delivery of promised experiences undermines marketing efforts and limits their impact on customer retention. Therefore, it is essential for the organization to ensure that marketing strategies accurately reflect actual service capabilities and operational conditions. Strengthening coordination between the marketing and operations departments is critical to maintaining credibility and achieving sustainable customer loyalty.

This is supported by Kotler and Keller (2016), who emphasize that marketing effectiveness is not solely determined by promotional efforts but also by the consistency of the product or service experience. They argue that when customer expectations are not met, satisfaction declines regardless of the strength of marketing campaigns. This reinforces the importance of aligning marketing promises with actual service delivery to build trust, enhance customer satisfaction, and sustain competitive advantage in the hospitality and casino industry.

3.4 Competitiveness and Benchmarking

The benchmarking results indicate that Company A is less competitive compared to other resort and casino establishments that have adopted modern facilities, advanced digital systems, and diversified guest experiences. Competitors demonstrate stronger market positioning through seamless online booking platforms, active digital engagement, integrated loyalty programs, and a wider range of entertainment and hospitality offerings. These strategic advantages allow them to attract broader market segments and maintain higher levels of customer retention.

In contrast, Company A shows limitations in terms of facility modernization, digital transformation, and service diversification. While the establishment maintains strengths in accessibility and provides basic service offerings that cater to its current clientele, these factors alone are no longer sufficient to sustain a strong competitive position in the evolving hospitality and gaming industry. The absence of strong differentiation and innovation places the organization at risk of losing market share to more adaptive and technologically advanced competitors.

These findings imply that without strategic improvements in innovation and modernization, Company A may continue to experience declining competitiveness, particularly as customer expectations in the resort and casino industry increasingly shift toward integrated, experience-driven services. To remain competitive, the organization must invest in digital transformation, upgrade physical facilities, and develop more engaging, experience-based service offerings that enhance overall guest value.

This is supported by Porter's Competitive Advantage Theory, which emphasizes that organizations achieve competitiveness through differentiation, cost efficiency, and continuous innovation. In addition, Gu and Tam (2019) highlight that integrated resorts maintain long-term success by continuously enhancing guest experience through service diversification, innovation, and strategic positioning in the market.

Table 4
Benchmarking Insights from Leading Resorts and Casinos

Benchmark	Best Practice	Effectiveness	Relevance to Company A
Company B	• Accessibility • Multi-brand hotels • Strong loyalty program	High foot traffic, broader market capture across budget to luxury segments	Company A is single-brand and relatively isolated, it needs improved transport/shuttle access and enhanced loyalty program to retain and attract repeat guests
Company C	• Luxury service excellence • VIP gaming • F&B Destination	High guest spending, strong brand differentiation, premium experience	Company A can strengthen service quality via structured staff training, improve personalized service, and modernize F&B offerings to increase value perception
Company D	• Family entertainment • Digital marketing • Multi-brand luxury hotels	Attracts non-gamers, strong reach to younger markets, diversified revenue streams	Company A digital presence is weak and entertainment options are limited. The opportunities exist to introduce experience-driven offerings, social media campaigns, and multi-segment targeting

Conclusions & Recommendations

The study concludes that Company A, a mid-sized resort and casino in Binangonan, Rizal, is facing interconnected challenges in operational efficiency, service quality, marketing effectiveness, and competitiveness. Operational inefficiencies caused by aging facilities and limited process standardization negatively affect service delivery, while inconsistent staff performance further reduces customer satisfaction and repeat visitation. In addition, a gap between marketing promises and actual guest experience weakens brand credibility, and benchmarking results show that the company is less competitive compared to establishments with more modern facilities, stronger digital systems, and more diversified offerings.

Based on these findings, it is recommended that Company A implement facility modernization, strengthen standard operating procedures, and provide continuous employee training to improve service consistency. Marketing strategies should be aligned with actual service delivery to build trust and improve customer satisfaction. The company should also invest in digital transformation and experience-based offerings to enhance competitiveness. Finally, a structured sustainability plan supported by customer feedback and performance monitoring systems is essential to ensure continuous improvement and long-term business sustainability.

Compliance with ethical standards

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