

A feasibility study on the establishment of a driving license review center in Occidental Mindoro

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ISSN: 2243-7770
Online ISSN: 2243-7789

OPEN ACCESS

Received: 28 March 2026
Available Online: 5 May 2026

Revised: 20 April 2026
DOI: 10.5861/ijrsm.2026.26506

Accepted: 30 April 2026

Abstract

The increasing number of driver's license applicants in Occidental Mindoro particularly among tricycle and motorcycle drivers, has revealed gaps in knowledge of traffic laws and road safety, resulting in high failure rates in the Land Transportation Office (LTO) theoretical examinations. In line with the LTO Road Safety Education Program, establishing a Driving License Review Center aims to provide structured learning to improve applicants' understanding of traffic rules, enhance examination performance, and promote safer, more responsible driving within the community. The growing number of license applicants indicates a stable demand for review services, particularly among drivers who struggle with theoretical examinations. By offering localized, simplified instruction tailored to applicants with varying educational backgrounds, the center can improve comprehension through guided discussions and simulated examinations. The center may also expand its offerings to include refresher courses for license renewals, specialized reviews for professional drivers, and seminars on updated traffic regulations and responsible driving. The study found strong market demand: 95% of respondents expressed interest in enrolling, and many applicants took the driver's license examination multiple times, indicating a need for structured review services. The absence of a similar facility in the area presents minimal competition, while the target market, primarily students, young adults, and transport workers, ensures consistent demand. With effective marketing strategies, qualified instructors, an accessible location, and affordable pricing, the proposed review center is considered feasible and capable of generating a stable income. The study therefore recommends implementing strategic promotion, improving instructional and mock-examination programs, hiring competent instructors, monitoring financial performance, and exploring future expansion into nearby municipalities.

Keywords: driver education, review center, responsible driving, road safety awareness, Land Transportation Office (LTO)

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1. Introduction

The increasing number of driver's license applicants in Occidental Mindoro, particularly among tricycle and motorcycle drivers, has highlighted persistent challenges related to driver preparedness and road safety awareness. While many applicants possess practical driving experience gained through daily work and livelihood activities, a significant number demonstrate limited formal knowledge of traffic laws, road signs, and safe driving principles (Partulan et al., 2024). This gap between practical experience and theoretical understanding has contributed to a high failure rate in the theoretical driving examinations required for driver's license issuance. Based on available records, approximately half of the total applicants fail the theoretical examination, indicating a substantial deficiency in applicants' preparedness and understanding of essential driving concepts.

Under Republic Act No. 4136, also known as the Land Transportation and Traffic Code, all individuals applying for a driver's license are required to demonstrate adequate knowledge of traffic laws, rules of the road, and safe driving practices. The law emphasizes that driving is a regulated privilege rather than a right, and that compliance with traffic regulations is necessary to maintain road order and ensure public safety. In support of this, Republic Act No. 10930 strengthens the licensing system by requiring more stringent, competency-based examinations to ensure that only qualified and knowledgeable individuals are granted licenses. Despite these legal requirements, many driver's license applicants in San Jose, Occidental Mindoro, lack access to formal, structured review mechanisms that could adequately prepare them for the theoretical driving examination. The existing examination system allows applicants to retake the test multiple times; however, this setup may encourage repeated attempts and memorization rather than genuine understanding of traffic laws and responsible driving behavior.

As a result, applicants may pass the examination without fully internalizing road safety principles and legal responsibilities. Knowledge of traffic rules and regulations is essential for promoting orderly traffic flow, reducing road conflicts, and protecting all road users, including pedestrians and passengers. Drivers with insufficient understanding of traffic laws may unintentionally commit violations, misinterpret road signs, or engage in unsafe practices such as improper overtaking, failure to yield, or disregard for traffic control devices (Al Zahra & Brilianti, 2025). These behaviors increase the risk of road accidents, traffic congestion, and enforcement challenges within the municipality. This concern is particularly significant among tricycle and motorcycle drivers, who constitute a large proportion of road users in Occidental Mindoro. Due to limited vehicle protection and frequent exposure to mixed traffic conditions, these drivers are among the most vulnerable to road hazards. Enhancing their knowledge of traffic laws, defensive driving techniques, and legal accountability is essential to promoting safer driving behavior and minimizing the risk of accidents.

The proposed establishment of a Driving License Review Center in San Jose, Occidental Mindoro, aims to address these challenges by providing a localized, structured learning environment for driver's license applicants. The review center will offer guided review sessions, simplified explanations of traffic laws and road signs, practice theoretical examinations, and values-oriented discussions on responsible driving. By emphasizing meaningful learning rather than rote memorization, the center aims to improve examination performance, reduce repeated failures, and contribute to the development of informed, disciplined, and safety-conscious drivers. In view of the high failure rate among examinees, the lack of accessible review facilities, and the legal requirements governing driver licensing, establishing a Driving License Review Center in San Jose, Occidental Mindoro, is considered both necessary and feasible. The proposed project aims to strengthen driver competence, enhance compliance with traffic laws, and promote safer road use within the community.

Objectives of the Study - The main objective of this study is to determine the feasibility and viability of

establishing a Driving License Review Center in Occidental Mindoro that will provide structured and systematic review services to driver's license applicants, particularly tricycle and motorcycle drivers, to enhance their knowledge of traffic laws, road signs, and safe driving practices. The specific objectives of this study are as follows: (1) To identify the target market and formulate appropriate marketing strategies and promotional techniques. (2) To determine the technical requirements in terms of facilities, equipment, instructional materials, and review methodologies. (3) To determine an appropriate organizational structure and management system. (4) To assess the socio-economic benefits of the proposed project. (5) To determine the total capital investment required and prepare projected financial statements to evaluate its financial feasibility and profitability.

Significance of the Study - The establishment of a Driving License Review Center in Occidental Mindoro will benefit applicants, the owner/proponent, instructors/workers, the local government, and the community at large. The proposed review center will help applicants, particularly tricycle and motorcycle drivers, improve their understanding of traffic laws, road signs, and safe driving practices. By offering structured review sessions, practice examinations, and guidance on responsible driving, applicants are expected to increase their chances of passing the theoretical driving examination and reduce the likelihood of repeated failures. Aside from generating income, the project will provide the proponent with an opportunity to apply knowledge in business management, education, and community service. It provides a practical platform to develop managerial and organizational skills while contributing positively to road safety in the municipality. The review center will offer employment opportunities to qualified instructors and staff. It also serves as a venue for professional growth, allowing workers to enhance their teaching abilities, knowledge of traffic laws, and customer service skills. The review center indirectly supports the municipality's traffic management efforts by producing better-prepared drivers. Increased driver awareness of traffic regulations may reduce traffic violations, accidents, and congestion, contributing to safer road conditions. The project will provide full-time employment to qualified local individuals and promote road safety awareness among drivers. In the long term, the center fosters a culture of responsible driving and contributes to public welfare by reducing accident risk and improving traffic discipline.

Scope and Delimitation of the Study - This study focused on determining the feasibility and viability of establishing a Driving License Review Center in Occidental Mindoro, with particular emphasis on preparing driver's license applicants for the theoretical examination. The primary objective of the study was to assess whether the proposed review center could effectively address the high failure rate among applicants, improve their knowledge of traffic laws and road signs, and enhance the overall preparedness of prospective drivers. Demand estimation and market analysis were conducted through a structured survey questionnaire distributed to a random sampling of tricycle and motorcycle drivers, as well as other potential driver's license applicants residing within San Jose. The survey period spanned from February 9, 2026, to February 20, 2026, to ensure a representative snapshot of the current applicant population and their study needs. The proposed review center will be established in a strategic and accessible location within the municipality, ensuring convenience for applicants from various barangays. Survey findings indicated that a significant portion of applicants—approximately half—have failed the theoretical examination at least once, underscoring the need for a structured, systematic review program. Consequently, the study targeted this population as the primary market, focusing on drivers who require additional support and structured learning to pass the theoretical exam successfully.

This feasibility study was limited to the theoretical aspect of driver licensing preparation. It did not include practical driving lessons, hands-on vehicle operation training, or official licensing procedures conducted by the Land Transportation Office (LTO). Additionally, the study relied on survey responses and secondary data, which could be influenced by respondents' perceptions, willingness to participate, and the accuracy of self-reported experiences regarding previous examination attempts. Other limitations included potential external factors that could affect the review center's operations and feasibility. These included changes in licensing policies, modifications in examination formats, variations in traffic regulations, and the availability of qualified instructors. Such factors would require periodic adjustments in curriculum design, teaching strategies, and operational planning to maintain the center's effectiveness and relevance. Despite these limitations, the study provided a comprehensive analysis of the local demand, market potential, and operational requirements necessary to establish

a feasible and sustainable Driving License Review Center in Occidental Mindoro.

The study also included a comprehensive analysis of market demand, identifying the target market and developing proposed marketing strategies and promotional approaches suited to the local context. It further examined the technical requirements for reestablishing the provision, including facilities, equipment acquisition, preparation of instructional materials, and the selection of effective new methodologies. In addition, the study presented a proposed organizational structure and management system to guide the center's operations. Its center's operational socio-economic contributions to the project, particularly in improving applicants' knowledge, increasing passing rates, promoting road safety, and generating potential employment opportunities within the locality. Moreover, the financial feasibility of the proposed review center was assessed by preparing estimates and project plans to determine its potential profitability and sustainability. However, the study was limited to planning and evaluation and did not include the actual implementation, day-to-day operation, or real-time financial performance of the proposed review center.

Sources of data - The researcher utilized both primary and secondary sources, which were essential to the success of this feasibility study. For primary data, a survey was conducted among a randomly selected group of students at DWCSJ and OMSC; self-employed individuals; employed individuals; potential driver's license applicants, particularly tricycle and motorcycle drivers; as well as other individuals seeking to apply for or renew licenses in San Jose, Occidental Mindoro, to collect information on how the target market would patronize this service and the amount they were willing to pay. The survey aimed to identify applicants' awareness and preparedness for the theoretical examination, measure interest and willingness to enroll in a structured review center and understand perceived challenges in passing the theoretical examination. The survey was completed within 15 days, providing timely and relevant data on applicants' needs and behaviors in San Jose. Secondary data was obtained from credible institutions, including the Land Transportation Office (LTO) – San Jose, Occidental Mindoro. Data included historical counts of driver's license applicants (student permit, non-professional, and professional licenses), theoretical examination topics and coverage, examination performance (pass rates and trends), and transaction volumes. Philippine Statistics Authority (PSA) Population statistics, including age groups eligible for driver's licenses, were used to estimate the potential market size for review services. Local Government Unit (LGU) – San Jose, Occidental Mindoro Reports on road safety, transportation trends, and motor vehicle registrations provided additional context for demand estimation. Information from research studies and existing feasibility analyses was used to understand best practices, operational standards, and review center structures. By combining secondary data with survey responses, the study ensured comprehensive coverage and direct insight from potential clients. LTO records provided complete population-level information, including applicant volumes, pass rates, and examination performance trends, allowing for accurate demand estimation, technical planning, and financial projections. The survey captured the perspectives, attitudes, and needs of applicants, validating and supplementing official records.

Ethical Considerations - The researchers ensured that all information gathered in this feasibility study was used solely for academic and research purposes and that it complied with the provisions of the Data Privacy Act of 2012 (Republic Act No. 10173). Before data collection, the researchers formally requested permission from the respondents, particularly prospective driver's license applicants, tricycle and motorcycle drivers, and other relevant participants in San Jose, Occidental Mindoro. The respondents were clearly informed about the purpose of the study and the feasibility of establishing a Driving License Review Center to support road safety and improve preparedness for the practical driving examination. The researchers assured the respondents that all personal information, responses, and documents collected during the study would be treated with strict confidentiality. These data were used only for the analysis and interpretation of results related to the objectives of the research and were not disclosed to any unauthorized individual or organization. Participation in the study was voluntary, and respondents were given the right to withdraw at any time or decline to answer any question without any negative consequences. Furthermore, the researcher ensured that the study upheld academic integrity by properly acknowledging all sources of information related to traffic laws, road education, and existing literature. No information was plagiarized, and all references were cited using the APA 7th Edition citation style in recognition

of the intellectual property rights of the original authors. Through these measures, the researchers maintained ethical responsibility toward participants and integrity in conducting the feasibility study to establish a Driving LTO center in San Jose, Occidental Mindoro.

2. Methodology

This feasibility study employed a descriptive research design using a survey questionnaire to evaluate the viability of establishing a Driving License Review Center in Occidental Mindoro. The study focused on assessing market demand, technical requirements, financial feasibility, socio-economic impact, and potential risks. To achieve a comprehensive analysis, the research utilized secondary data from official records and primary data collected through surveys of potential clients. Among the 1,383 recorded population size, 50% of the population (691) were from those who enrolled in the three (3) driving schools, the 15% (207) of the population made self-reviewer, while the 5% of the population (70) enrolled in online classes, thus from the 30% (415) unattended needs of the driver's license applicant, the sample size was 200. It was computed using the Raosoft calculator with a 5% margin of error and a 95% confidence level. The respondents of this study were randomly selected from the group of students of DWCSJ and OMSC, self-employed, employed, and potential driver's license applicants, particularly tricycle and motorcycle drivers, as well as other individuals seeking to apply for or renew licenses coming from different municipalities in Occidental Mindoro.

2.1 Market Study

Market Description - The proposed Driver's License Review Center will operate in the Municipality of San Jose, a first-class municipality and the commercial hub of Occidental Mindoro. As the province's center of trade, education, and transportation, San Jose has a population of students, workers, and transport drivers who require driver's licenses for mobility and employment. The increase in individuals applying for student permits, non-professional, and professional licenses creates a viable market for review services. To obtain the necessary primary data for this feasibility study, the researcher conducted two (2) separate market surveys to evaluate relevant aspects of the proposed Driver's License Review Center. These surveys were designed to evaluate market potential, customer interest, pricing acceptability, preferred service format, and the presence of existing service providers within the locality. To measure market demand, a structured questionnaire was administered to a representative sample of prospective driver's license applicants in San Jose. The respondents included individuals without licenses, student permit holders, professional and non-professional applicants, and those upgrading or renewing licenses. This demand-side assessment aimed to determine the level of interest in enrolling in a review center, the frequency of examination attempts, preferred topics and formats, and willingness to pay for review services.

On the supply side, a separate industry scan and survey were conducted to identify existing review providers, driving schools, and informal sources of review services. This supply analysis aimed to assess the availability, scope, pricing structure, and service capacity of current providers. The findings were used to assess market competition and identify service gaps that the proposed Driver's License Review Center intends to address. During the initial phase of operations, the proposed Driver's License Review Center will primarily serve prospective driver's license applicants in Occidental Mindoro. As the commercial and educational hub of Occidental Mindoro, San Jose presents a concentrated market of students, transport workers, and first-time license applicants, making it a strategic location for market entry. Upon achieving operational stability and sufficient enrollment capacity, the business intends to expand its market coverage to neighboring municipalities within the province. Expansion will be based on demonstrated market demand, financial performance, and institutional capability to deliver quality review services. This phase of market development strategy ensures controlled growth while maximizing service reach and long-term sustainability of the proposed project.

Demand Analysis - San Jose is the most progressive town in Occidental Mindoro and has the largest number of vehicles, such as cars, trucks, and tricycles (Kupikomkon, n.d.). To drive an automated vehicle, the driver needs to secure a driver's license from the LTO. Unfortunately, many applicants fail the driver's license examination due

to a lack of reexamination; per the requirement, more than half of the respondents failed on their first attempt. There is therefore a need for them to review and take the exam to secure their driver’s license. Another source of market demand is senior high school students who will soon attain the age of majority and will surely apply for a driver’s license. The families of these students are usually drivers, and they would drive these vehicles. It is worthwhile for girls today to apply for a driver’s license.

Table 1
Population of the Respondents (n=200)

| Applicants | Population (N) | Sample Size (n) |
|---|----------------|-----------------|
| Students | 240 | 116 |
| Self-Employed | 50 | 24 |
| Employed | 17 | 8 |
| Potential driver’s license applicants, particularly tricycle and motorcycle drivers | 108 | 52 |
| Total | 415 | 200 |

Table 1 presents the population and the corresponding sample sizes of the respondents for the driving license review center. The proponent chose these specific groups because they represent the most active road users in our community. Students are our new market, while the employed and Self-Employed need licenses to maintain their livelihoods. Most importantly, we are targeting Motorcycle and Tricycle drivers because they constitute the largest share of riders in our province. By focusing on these groups, we ensure that our business has a consistent flow of customers who see a license not just as a card, but as a necessity for their daily lives. The target market is categorized into four groups: Students, Self-Employed individuals, Employed professionals, and Potential drivers (specifically those operating tricycles and motorcycles). The largest group of respondents is students, representing 58% of the total sample (n = 116), followed by potential tricycle and motorcycle drivers, who make up 26% (n = 52). The population distribution, based on the target demographics in Occidental Mindoro, is most likely to require license review services. To ensure the statistical reliability of the data, the researcher used a sample of 200 from a population of 415. Similar to established research standards, the sample size was determined to maintain a five percent (5%) margin of error and a ninety-five percent (95%) confidence level using Raosoft Computation. The researcher used stratified random sampling to ensure that each applicant category—from students to professional drivers—was proportionately represented in the study. This approach allows the feasibility study to capture the specific needs and willingness to pay across different socio-economic brackets in the province. Additionally, the study considers the logistical accessibility of these respondents, focusing on those within the immediate catchment area of the proposed center to ensure accurate market demand forecasting (Hasan, 2024).

Table 2
Number of times taken the Driver’s License Exam

| Number of Times | Frequency | Percent |
|-----------------|-----------|---------|
| First | 46 | 23.00 |
| Second | 26 | 13.00 |
| Third | 17 | 8.50 |
| Fourth and more | 111 | 55.50 |
| TOTAL | 200 | 100.0 |

Based on the survey results, a significant number of people struggle with the LTO exam. Specifically, 55.50% (111 respondents) reported taking the examination 4 or more times. This indicates that more than half of the respondents required multiple attempts before passing or are still in the process of obtaining their license. Meanwhile, 46 respondents, or 23.00%, took the exam (for the first time), representing nearly one-fourth of the sample. The second attempt was reported by 26 respondents (13.00%), while 17 respondents (8.50%) took the exam for the third time. The data clearly show a decreasing frequency from first to third attempts, followed by a sharp increase in the “fourth and more” category. Overall, the findings suggest that many respondents encounter challenges passing the Driver’s License Examination on their first attempt. The high number of first-time exam takers who took the exam four or more times may indicate difficulties with exam preparation, understanding of traffic rules, or test anxiety. It may also reflect stricter examination standards or limited access to adequate review materials (Yusefzadeh et al., 2019). On the other hand, the 2.00% who passed or attempted the exam on their first

try indicate that a portion of the population is well prepared. These results highlight the need for improved driver education programs and more effective review support to increase first-time passing rates.

Table 3
Respondents' Interest in Driver's License Review Center

| Respondents Interest | Frequency | Percent |
|----------------------|-----------|---------|
| Very Interested | 134 | 67.00 |
| Interested | 56 | 28.00 |
| Not Interested | 10 | 5.00 |
| TOTAL | 200 | 100.0 |

The data on respondents' interest in a Driver's License Review Center show that the majority are very interested, with 134 respondents (67.00%) expressing strong interest. This indicates that more than two-thirds of the population highly favor the establishment or availability of a review center. Additionally, 56 respondents (28.00%) reported being interested, following the overall positive response. Only 10 respondents, or 5, rated.00%, indicating that they are not interested. The results clearly demonstrate a strong demand for review services among the respondents. Overall, the findings suggest significant interest and a perceived need for a Driver's License Review Center. The combined 95.00% of respondents who are either very interested or interested highlights the potential viability and sustainability of such a service. This strong interest may be linked to the challenges many respondents face in passing the driver's license examination. The small percentage of those not interested indicates minimal opposition or a lack of demand (Lumec, 2020a). Therefore, the data support the idea that establishing a review center could effectively address the needs of the majority of respondents' *License Status*

| Status | Frequency | Percent |
|---|-----------|---------|
| No License | 101 | 50.50 |
| Student Permit (For Sub-Professional Application) | 55 | 27.50 |
| For Professional Application | 26 | 13.00 |
| For Upgrading (Magdagdag ng Restriction) | 13 | 6.50 |
| Expired for Renewal (Paso at for Renewal) | 5 | 2.50 |
| TOTAL | 200 | 100.0 |

The data on Driver's License Status reveal that the majority of respondents do not yet possess a driver's license, with 101 individuals or 50.50% classified under (Licen)se." This indicates that more than half of the respondents are either new applicants or have not yet begun the licensing process. Meanwhile, 55 respondents, or 27.50%, hold a student permit for sub-professional applications, suggesting that a significant portion is in the initial stage of acquiring a license. Additionally, 26 respondents (13.00%) are applying for a professional license. Smaller proportions include 13 respondents (6.50%) who are upgrading or adding restrictions to their licenses, and 5 respondents whose licenses have expired and are due for renewal. Overall, the findings show that a large segment of the population is still in the process of obtaining or regularizing their driver's license. The high percentage of individuals without a license may indicate limited access to licensing services, financial constraints, or insufficient preparation for the examination (Dong et al., 2023). The notable number of student permit holders reflects an active interest in progressing toward full licensure. Meanwhile, the smaller percentages of professional applicants, upgrading applicants, and renewal cases suggest that fewer respondents are already established licensed drivers. These results emphasize the need for continued support, education, and accessible services to assist individuals in completing the licensing process.

To identify the proposed business opportunity, the proponent reviewed the total number of examined applicants (1,383; Table 1) and determined how many were existing options. The proponent found that 50% attend traditional driving classes, 15% study on their own, and 15% use online classes. This brings the total to 70% of the market already 'accounted for.' The remaining 30% (or 415 people) are considered 'Unattended.' These are individuals who have not enrolled anywhere or found a formal way to prepare for their exams. This 30% gap is the primary reason our Review Center is needed. Given the 30% unattended nature of the drinking applicant, the researcher decided to take only a conservative amount of 200 monthly for the proposed repayment period. The total population was 1,383, with the following breakdown: 691 enrolled in schools, 207 conducted self-reviews, and 70 enrolled in online classes.

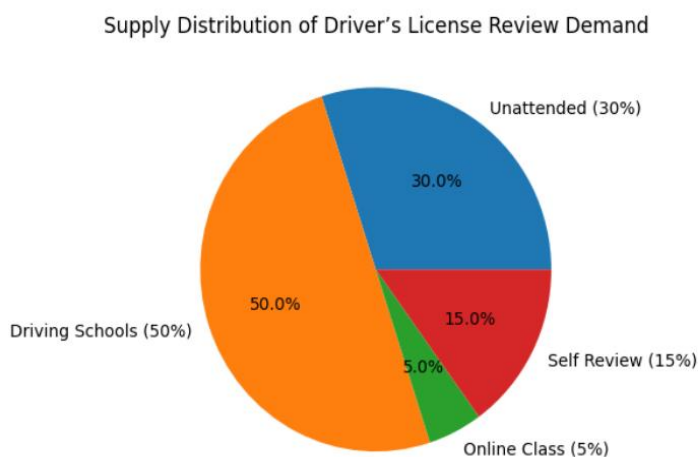


Figure 1. Supply Distribution of Driver's License Review Demand

Demand-Supply Analysis - The market in Occidental Mindoro demonstrates strong demand for a Driving License Review Center. The target population is predominantly young, ranging from senior high to college level, including tricycle and motorcycle drivers, highlighting a capable and motivated market. On the supply side, four existing driving schools offer review services but focus mainly on general theoretical and practical courses, with applicants required only to attend these courses. Applicants receive practical lessons if they cannot drive, which means there is no specialized review center to address repeated exam failures. This mismatch between high demand and limited specialized supply creates a clear market, indicating that a structured Driving License Review Center with affordable pricing, strategic location, qualified instructors, and focused review sessions is both feasible and viable.

The demand and supply conditions for the proposed Driver's License Review Center are strongly influenced by the current licensing situation of applicants in the area. Survey results show that 55.50% of respondents have taken the Driver's License Examination 4 or more times, indicating significant difficulty passing the test. Additionally, 50.50% of respondents do not yet possess a driver's license, while 27.50% are student permit holders preparing for full licensure. These figures demonstrate a large pool of individuals who are either struggling to pass the examination or are still in the process of completing licensing requirements. Furthermore, 95% of respondents expressed interest in enrolling in a Driver's License Review Center, indicating strong market acceptance and a perceived need for structured review services. The repeated examination attempts and the high percentage of unlicensed or in-process applicants suggest gaps in current preparation methods (Dong et al., 2023; Crundall & Van Loon, 2025). On the supply side, the absence of a dedicated, registered review center in the locality indicates limited formal support for written-examination preparation. This imbalance between strong demand and minimal structured supply supports the feasibility of establishing a Driver's License Review Center in Occidental Mindoro.

Table 5
Demand and Supply Analysis of the Driving License Review Center

| Year | Projected Demand | Projected Supply | Demand and Supply Gap | Unsatisfied Demand | Market Share |
|------|------------------|------------------|-----------------------|--------------------|--------------|
| 2027 | 1,521 | 3 | 1,518 | 30% | 10% |
| 2028 | 1,673 | 4 | 1,669 | 30% | 10% |
| 2029 | 1,840 | 5 | 1,835 | 30% | 10% |
| 2030 | 2,024 | 6 | 2,018 | 30% | 10% |
| 2031 | 2,226 | 7 | 2,219 | 30% | 10% |

Table 5 presents the detailed demand and supply analysis for the proposed Driving License Review Center. The data compares the projected number of license applicants requiring structured instruction (Demand) against the number of existing, legally accredited driving schools available in the market (Supply). The resulting large,

widening gap demonstrates a massive market failure and confirms the need for this pioneering service in Sitio Jolo, Barangay Bubog, San Jose, Occidental Mindoro. The projected yearly demand for 2027 is calculated at 1,383 enrollees (Figure 1) with an increase of 10% yearly. annual increase in the estimated size of the potential market, which includes new license applicants from nearby schools and employees of registered business establishments within the primary trade area of Sitio Jolo, Barangay Bubog, San Jose, Occidental Mindoro. As shown in the data, demand is estimated at a conservative 10% annual rate throughout the period, driven by a stable population growth rate and increased economic activity in the province, which, in turn, increases skills and mobility (Rahman, 2020).

In contrast, the projected yearly supply of legally structured, LTO-accredited driving school services is extremely low. It is calculated starting from a very small base of only 3 existing driving schools in 2027. This supply is projected to increase by 18% annually, reaching projected levels by 2031. This accelerated 18% growth in supply, significantly faster than the 5% growth in demand, is primarily due to the recent and mandatory LTO regulations. These mandates now require all new license applicants to complete formal Theoretical Driving Courses (TDC) and Practical Driving Courses (PDC) before obtaining a student permit. This essential regulatory shift has created a powerful non-negotiable legal requirement. Consequently, the high 18% growth rate in supply does not represent an increase of entirely new large-scale competitors, but rather the essential formalization, accreditation, and registration of previously informal instructors and small operators who are now legally required to formalize their business entities to provide these mandated certificates (Land Transportation Office, 2019).

Despite the higher growth rate in supply (18%), the actual base numbers remain too small to serve the market (Gray, 2025) effectively. A highly significant Demand and Supply Gap, starting at 1,518 unserved or underserved applicants in 2027 and widening to 2,219 by 2031. With this persistent, massive shortage leading to a staggering 30% shortfall in market demand, the proponent's conservative estimate is to capture a professional and achievable 10% market share during its pioneering stage of operations in this essential and growing market. With 30% of demand unsatisfied, the conservative estimate is 10% market share.

Graph of the Market Share

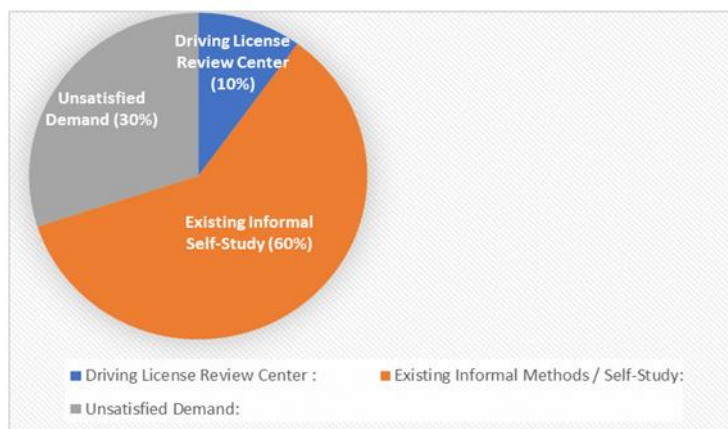


Figure 2. Graph of Market Share

The graph of the market share, titled "License Review Center," indicates that License Review Center will capture a 10% share of the total market in Central Mindoro. The existing market is currently served by informal review methods or self-study, which accounts for 60% of the accounting. However, it remains a significant 30% unsatisfied demand, representing potential applicants who currently lack access to professional, localized review facilities. As a new entrant in the service sector, the proponent has set a realistic and strategic target of 10% market share for the initial years of operation. This conservative approach ensures that the center can maintain high-quality instruction and a high passing rate for its enrollees, which is crucial for building the brand's reputation in the province (Okeke et al., 2024).

The feasibility of achieving 10% market share is supported by the data in Table 1, which presents the total

population and indicates growth potential. Capturing 10% of this demand is highly attainable given the mandatory nature of LTO theoretical requirements and the strong preference of students and professional drivers for structured, expert-led exam preparation. Also, the proponent wants to be realistic as a new player in the industry. While there is a 30% gap in the market, the proponent is not aiming to capture the entire gap immediately. Most of the data show that even with just 10% of the market, the business is fully sustainable. The proponent is choosing a conservative start to ensure long-term success rather than overpromising and under-delivering on our service. By addressing a portion of the 30% unsatisfied demand, the center serves as a vital link in improving road safety and licensing success in the province.

Marketing Strategies - Marketing strategy refers to a long-term action plan designed to attract, serve, and retain target customers by creating a competitive advantage in the market (Sintani et al., 2023). For the Feasibility Study on Establishing a Driver's License Review Center in Occidental Mindoro, the marketing strategies are formulated based on the identified demand, the limited local supply, and the strong interest among prospective driver's license applicants. The proposed center aims to position itself as the first structured and examination-focused review facility in the municipality. To ensure feasibility and sustainability, the following marketing mix strategies will be implemented:

Service. A service is a non-tangible offering designed to satisfy the needs of a specific market segment (Zeithaml et al., 2018). The proposed Driver's License Review Center will provide structured, comprehensive review plans tailored to the Transportation Office (LTO) written examination. Services will include lectures on traffic rules and road signs, multiple-choice examination drills, mock written tests, basic practical driving orientation, and printed and digital review materials. Unlike driving schools that focus mainly on Theoretical Driving Courses (TDC) and Practical Driving Courses (PDC), the proposed center will specialize in exam preparation. Given that a significant number of applicants have taken the examination multiple times, the service will focus on improving first-time passing rates. The center will offer classroom-based group sessions as the primary format, while also considering hybrid options to accommodate different learning preferences.

Price. Pricing. It is a critical factor in attracting and retaining customers (Noorsyah et al., 2024). Based on survey findings, the majority of respondents are willing to pay ₱1000 for review services. Therefore, the proposed center will adopt a competitive, affordable pricing strategy aligned with the target market's acceptable price range. The program is designed to remain accessible, particularly since a large portion of the target market consists of students and first-time applicants. Discounts may be offered for group enrollments and repeat examinees. This pricing approach ensures affordability while maintaining operational sustainability and competitiveness within the local market.

Place. Location plays a significant role in business success as it directly affects accessibility, visibility, and customer convenience (Bvarta, 2025). The proposed Driver's License Review Center will be strategically located within the commercial area in San Jose's. The chosen lotio, Jolo, Barangay Bubog, San Jose, Occidental Mindoro, will be accessible to students, transport workers, and walk-in applicants, preferably located near schools, transportation terminals, and government offices. A centrally located facility will increase foot traffic and enhance brand visibility. Accessibility via public transportation and proximity to areas where license applicants frequently conduct business will provide a strategic business advantage. Proper signage and a visible storefront will further strengthen market presence.

Promotion. Promotion strategies will focus on cost-effective and high-impact channels suitable for the target market (MacNeil, 2026). Since the majority of prospective enrollees are young adults and students, social media marketing will be the primary promotional tool. The center will create official social media pages to post review schedules, testimonials, mock test samples, and promotional announcements. Additionally, printed tarpaulins and flyers will be displayed and distributed in strategic areas, such as schools, transportation hubs (including terminals), and community bulletin boards. Word-of-mouth marketing will also be encouraged by offering referral incentives to successful enrollees. These combined promotional strategies will enhance awareness and attract consistent

enrollment.

People. People are a vital component of service-oriented businesses (Vuong, 2022). The proposed project will hire qualified instructors with strong knowledge of traffic laws, road safety regulations, and examination formats. Instructors must possess effective communication skills, patience, and the ability to simplify complex concepts for better understanding. Administrative staff will also be trained to provide professional customer service, efficient enrollment processes, approachable personnel, credible reviews, improved student satisfaction, and an enhanced reputation in the community. High service quality will ultimately contribute to higher passing rates and positive word-of-mouth referrals. Overall, the proposed marketing strategies are aligned with the identified market demand and the operational objectives of the Driver's License Review Center. By offering specialized services, affordable pricing, strategic location, effective promotion, and competent personnel, the project demonstrates strong marketing feasibility in San Jose, Occidental Mindoro.

Service Description - The proposed Driving License Review Center in San Jose will provide a structured, exam-focused review to improve applicants' knowledge of traffic laws, road signs, and safe driving principles. The service is intended to address the increasing number of driver's license applicants—particularly tricycle and motorcycle drivers—who demonstrate practical driving experience but limited theoretical understanding, resulting in knowledge gaps. In support of the LTO's programs and standards, the center will offer GUI programs and standards, lectures, mock theoretical examinations, and simplified discussions of traffic regulations to enhance comprehension and examination readiness. The exams align with the requirements of Republic Act No. 4136 and Republic Act No. 10930, which mandate competency-based licensing and adequate knowledge of road safety rules before license issuance. By providing localized, systematic, and values-oriented instruction, the review center aims to promote genuine learning rather than mere memorization of answers. Ultimately, the service seeks to improve passing rates, strengthen compliance with traffic laws, and contribute to the development of a more responsible, more cautious driving culture within the municipality.

Examination and Application Process - The proposed Driving License Review Center in San Jose will adopt a simple, structured, and systematic review process designed to prepare applicants for the theoretical examination administered by the Land Transportation Office (LTO). The process is organized into clear and sequential steps to ensure that each enrollee receives proper guidance, comprehensive instruction, and sufficient practice before taking the actual examination. It focuses on strengthening knowledge of traffic laws, road signs, and safe driving principles while improving test-taking confidence. Through this organized approach, the center aims to improve examination performance and promote responsible, informed driving within the municipality. Step 1: Registration; The applicant inquires about the review program, schedule, and fee. They complete the registration form and pay the required fee. The applicant is then officially enrolled and provided with the review schedule and materials. Step 2: Lecture Session (Review Proper): The instructor conducts structured classroom discussions covering traffic rules and regulations, road signs and markings, right-of-way rules, and common traffic violations and penalties. Lessons are explained clearly and in simple terms to ensure understanding. Step 3: Practice Examination: Applicants take practice multiple-choice tests similar to the actual written examination. The instructor reviews the answers and explains incorrect responses to strengthen comprehension. Step 4: Final Mock Examination: A final mock exam is administered to assess the applicant's readiness for the actual LTO written examination. Results are discussed to determine if the applicant is prepared or needs additional review. Step 5: Examination Tips and Final Reminders: Applicants receive practical test-taking tips, reminders about required documents, and guidance on proper conduct during the examination.

Table 6 lists the machinery and equipment, furniture and fixtures, and office supplies to be used in this Ftoy study. The machinery and equipment are essential resources for the restoration of the proposed Driving License Review Center in San Jose, Occidental Mindoro. These tools support the conduct of review sessions, practice theoretical examinations, and effective instruction on traffic laws and road safety. Computer units allow reviewees to practice for computer-based examinations, while the printer-scanner is used to produce learning materials and documents. The LCD projector and projection screen help present lessons and visual materials, while

the Wi-Fi connection provides access to online resources. The sound system ensures clear communication during lectures. Overall, these resources help create a technology-supported learning environment that improves drivers' preparedness for the theoretical examination.

Table 6*Machinery and Equipment, Furniture and Fixtures, and Office Supplies*

| Specifications | Quantity | Cost per Unit | Total Cost |
|---|-----------------|----------------------|-------------------|
| Machinery and Equipment | | | |
| Laptop (1 unit) | 1 | 35,000.00 | ₱35,000 |
| Printer with Scanner | 1 | 10,000.00 | ₱10,000 |
| TV | 1 | 25,000.00 | ₱25,000 |
| TOTAL | | | ₱70,000 |
| Furniture and Fixtures | | | |
| SPECIFICATIONS | QUANTITY | COST PER UNIT | TOTAL COST |
| Student Chairs with Armrest (20–30 pcs per batch) | 30 | 250.00 | ₱7,500.00 |
| Instructor's Table and Chair | 2 | 3,000.00 | ₱6,000.00 |
| Office Table and Chair (Administrative Staff) | 3 | 3,000.00 | ₱9,000.00 |
| Bookshelves or Storage Cabinets | 2 | 4,000.00 | ₱8,000.00 |
| Whiteboard with Markers and Eraser | 1 | 2,000.00 | ₱2,000.00 |
| Bulletin Board | 1 | 1,000.00 | ₱1,000.00 |
| Wall Clock | 1 | 200.00 | ₱200.00 |
| Air-conditioning Unit | 1 | 20,000.00 | ₱20,000.00 |
| Electric fan | 1 | 1,500.00 | ₱1,500.00 |
| Proper Lighting Fixtures | 1 | 3,000.00 | ₱ 3,000.00 |
| TOTAL | | | ₱58,200.00 |
| Office Supplies | | | |
| SPECIFICATION | QUANTITY | UNIT | UNIT COST |
| Bond paper (A4) | 10 | ream | ₱249.00 |
| Bond paper (long) | 10 | ream | ₱269.00 |
| Folder (long) | 2 | ream | ₱450.00 |
| Brown envelope(long) | 2 | ream | ₱900.00 |
| Fastener | 10 | Box | ₱50.00 |
| Puncher | 1 | pc. | ₱220.00 |
| Stapler | 2 | pc. | ₱70.00 |
| Whiteboard Marker | 60 | pc | ₱70.00 |
| Eraser | 12 | pc | ₱30.00 |
| Ballpen | 2 | Box | ₱80.00 |
| Ink | 2 | Set | ₱1,039.00 |
| TOTAL | | | ₱14,638.00 |

Moreover, the furniture and fixtures listed in Table 4 are essential for creating a comfortable, organized, and functional learning environment for the proposed Driving License Review Center in Occidental Mindoro. These items support both instructional and administrative activities necessary for the center's operations. Student chairs, instructor tables, and office furniture provide adequate seating and workspace for learners, instructors, and administrative staff during review sessions and daily operations. Storage facilities such as filing cabinets and bookshelves help organize important documents, learning materials, and review resources. The proposed equipment, furniture, and fixtures are essential to ensure the efficient and professional operation of the Driving License Review Center in San Jose. Computer units, a printer with a scanner, and a reliable internet connection are necessary to administer mock examinations, process registrations, maintain student records, and prepare review materials. An LCD projector with a projection screen, supported by a sound system, is vital for delivering clear and interactive lectures, particularly when presenting traffic signs, road situations, and examination scenarios aligned with the standards of the Land Transportation Office (LTO). These tools enhance learning effectiveness and ensure that review sessions are structured and examination-focused.

Since the proposed project focuses on providing structured review services for driver's license applicants, the identified office and instructional supplies are necessary to support daily operations and instruction. Bond paper will be used for the school's daily operations and instructional activities, as well as for printing review materials, mock examinations, answer sheets, registration forms, and certificates of completion. These printed materials are essential in conducting practice tests that simulate the actual examination administered by the Land Transportation

Office (LTO). Envelopes and folders are required to maintain organized filing of student records, payment receipts, assessment results, and other administrative documents. Proper documentation ensures systematic recordkeeping, confidentiality, and easy retrieval of files when needed. Additional basic supplies, such as pens, markers, and record books, are also important for class discussions, attendance monitoring, and administrative tasks. Overall, these tasks are essential to maintaining efficiency, professionalism, and smooth daily operations of the review center (Doghan & Sundram, 2023).

Office Development Plan - The chosen space rental covers 180 square feet and is old, requiring some renovations. Table 7 lists the materials, labor costs, supplies, and redecoration costs for the proposed office.

Table 7
Renovation and Redecoration Supplies

| MATERIALS | QUANTITY | COST PER UNIT | TOTAL |
|---------------|----------|---------------|------------------|
| Paint | 4 liters | ₱250.00 | ₱1,000.00 |
| Dipper | 1 | ₱70.00 | ₱70.00 |
| Pail | 1 | ₱100.00 | ₱100.00 |
| Handsoap | 2 | ₱150.00 | ₱300.00 |
| Doormat | 5 | ₱30.00 | ₱150.00 |
| Broom | 1 | ₱150.00 | ₱150.00 |
| Mop | 1 | ₱350.00 | ₱350.00 |
| Light Bulb | 3 | ₱120.00 | ₱360.00 |
| Labor Repaint | 2 pax | ₱500.00 | ₱1,000.00 |
| TOTAL | | | ₱3,480.00 |

The space will be rented to the landlord for ₱7,000.00 monthly. The initial payment will be 1 month advance and 1 month deposit. It is agreed that upon renewal, an annual increase of 5% will be imposed.

Location

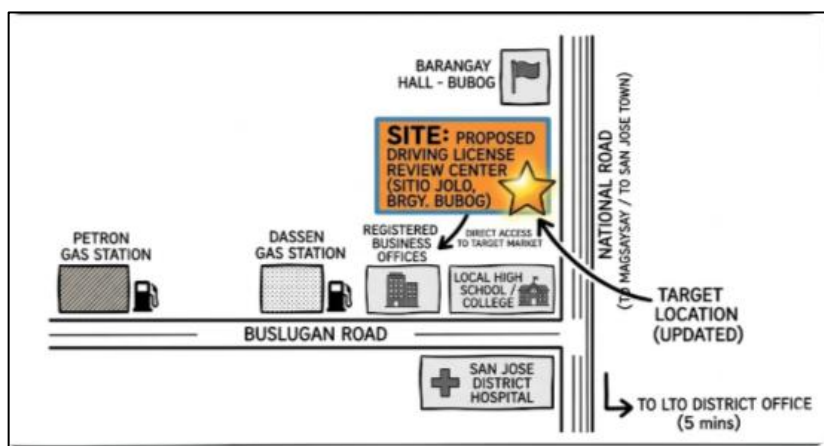


Figure 3. Vicinity Map of the Proposed Business

Exhibit 1 shows the vicinity map of the proposed Driving License Review Center, which is located in Sitio Jolo, Barangay Bubog, San Jose, Occidental Mindoro. The property is highly accessible through the National Road, the primary provincial artery connecting the town proper of San Jose to neighboring municipalities. Establishing the review center in this area provides a strategic advantage, as Sitio Jolo is a central hub with numerous registered businesses and educational institutions. This places the firm in proximity to students and professionals who require mandatory licensing reviews. Furthermore, the site is conveniently located near the San Jose District Hospital and is only a five-minute commute to the LTO San Jose District Office. This geographical proximity enables enrollees to move seamlessly from their final review sessions to the licensing examination, significantly enhancing the center’s value proposition by providing convenience and accessibility. Organization and Financial Study

Forms of Business Ownership - A sole proprietorship is a form of business organization owned and managed by a single individual, who exercises full control over operations, decision-making, and management. Under

Philippine business regulations, a sole proprietorship is registered with the Department of Trade and Industry (DTI), and the owner assumes unlimited liability for the business's obligations, as they directly own the assets, receive all profits, and are personally responsible for any debts or losses incurred. Due to its simple registration process, minimal regulatory requirements, and centralized management structure, this type of organization is commonly adopted by small and start-up enterprises.

Personnel and Manpower Requirements - The proposed project will hire three (3) qualified and competent individuals who will handle the day-to-day operations: the manager, the raewer, and an Administrative staff member. The Manager is responsible for the overall supervision and management of the review center. He or they plan and control daily operations to ensure that services are delivered efficiently in accordance with the business's objectives, including financial management, budgeting, scheduling of review sessions, and procurement of supplies and equipment. Additionally, the Manager ensures compliance with local government requirements and coordinates with relevant agencies when necessary. The Manager also monitors staff performance, maintains service standards, and implements improvements to enhance client satisfaction and examination success rates. The Administrative Staff handles the front desk and clerical operations of the review center. Their primary responsibilities include assisting clients with inquiries, processing registrations, maintaining student records, and managing documentation. They are in charge of scheduling review sessions, preparing attendance sheets, issuing official receipts, and organizing files systematically for easy retrieval. The Administrative Staff also supports the preparation and reproduction of review materials and mock examination papers, ensuring smooth day-to-day office operations. The Examiner or Reviewer is responsible for delivering structured review sessions and preparing applicants for the theoretical driver's license examination. They conduct courses on traffic laws, road signs, safe driving practices, and relevant regulations. The Reviewer prepares mock examinations, evaluates results, and provides feedback to help applicants improve their understanding. Additionally, the Examiner explains complex concepts in simple terms, especially for tricycle and motorcycle drivers who may have limited formal training. The Reviewer plays a key role in reinforcing road safety awareness, discipline, and responsible driving behavior among applicants.

Source of Financing - The proposed business will be registered as a sole proprietorship. The initial capital outlay required to start operations is ₱328,285.00, which includes fixed assets totaling ₱128,200.00 and pre-operating expenses of ₱200,085.00. This capital will be sourced from the proponent's personal savings.

Table 8
The Proposed Business

| Items | Description | Cost | Total Costs |
|---------------------------|---------------------------------------|-----------|-------------------|
| Fixed Assets | Office and Computer Equipment | 70,000.00 | 128,200.00 |
| | Furniture and Fixtures | 58,200.00 | |
| Pre-Operating Expenses | Cost of Service | 78,612.00 | 200,085.00 |
| | Office Supplies and Materials Expense | 14,638.00 | |
| | Janitorial Supplies | 1,500.00 | |
| | Renovation and Redecoration Expenses | 3,480.00 | |
| | Rent Expenses | 21,000.00 | |
| | Transportation Expenses | 4,500.00 | |
| | Utilities Expense | 14,550.00 | |
| | Permits and Licenses | 7,500.00 | |
| | Promotional Expenses | 3,000.00 | |
| | Miscellaneous Expense | 2,000.00 | |
| | Employee Salary | 45,000.00 | |
| | Government Mandatory Contributions | 4,305.00 | |
| Total Project Cost | | | 328,285.00 |

The initial project cost required to start business operations is ₱328,285.00. This includes the purchase of office and computer equipment, furniture, and fixtures totaling 128,200.00, and other expenses totaling 200,085.00. The total project cost covers the pre-operating expenses necessary to commence review operations, including the cost of service of the three personnel and government contributions, which are directly related to the operation of the review center; office and janitorial supplies; renovation and redecoration costs; rent; transportation; utilities;

permits and licenses; promotional expenses; miscellaneous; and salaries and mandatory government contributions of the admin personnel. The pre-operating expenses include three months' worth of employee salaries, mandatory government contributions, utilities, rent, and transportation expenses, as well as one year's worth of office and janitorial supplies and miscellaneous expenses. Costs for permits, licenses, promotional activities, and renovation and redecoration are also included in the capital outlay, as these are paid before the official start of the review operations.

Financial Assumptions - The basic financial assumptions of the study are: The proposed schedule consists of 10 reviewees per daily session, with 20 sessions conducted each month, resulting in a total of 200 reviewees per month, and an annual increase of 10%. The review fee is set at P1,000 in the first year, with an annual increase of 10%. In addition, the full payment of P1,000 will be paid at enrollment. There'll be 20 session days per month, or a total of 240 sessions per year. The straight-line method of depreciation will be used for office equipment, computer equipment, furniture, and fixtures, with a zero-salvage value and a five-year useful life. Office supplies, janitorial supplies, rent, transportation, utilities, miscellaneous, business permits and licenses, and promotional expenses will increase by 5% annually. Renovation and redecoration costs will be incurred in the first year before the start of operations. The salaries, government-mandated contributions, and 13th month pay of the instructors are treated as cost of service since they are directly involved in the core business operations. The salary, government-mandated contributions, and 13th month pay of the manager are treated as operating expenses since these relate to administrative functions that are not directly involved in service delivery. Salaries, 13th-month pay, and mandatory government contributions will increase by 2% annually. The proposed business will be registered as a non-VAT entity during the first two years of operations. It will transition to VAT registration from the third to the fifth year, as it is projected to exceed the ₱3,000,000 threshold for non-VAT taxpayers.

3. Financial Projections

Financial Ratios and Analyses

Gross Profit Ratio. Gross Profit Ratio is the ratio of a company's gross profit to the volume of sales attained during the same time frame. Sales prices have a significant impact on the gross profit margin; the more profitable the margin, the greater the firm's intended success. Finding out how much profit you make from each peso of the product's (goods and/or services) sale value is the goal of calculating the gross profit margin. Gross profit ratio is consistently higher than the net profit margin. (Mahruzal & Khaddafi, 2020). The five-year gross profit ratio shows that in the first year of operation, the business achieved an 86% GPR, indicating that for every peso of sales revenue, ₱0.86 represents gross profit. The subsequent years also reflect about 86% GP, showing consistency, thereby indicating the proposed business.

Net Profit Ratio. The company's management uses the profit ratio as the standard for determining sales earnings. Net Profit is a measure of a business's ability to generate profit from sales and a tool for making business-related decisions. This ratio describes the company's overall net income and is used to calculate income relative to sales. (Indrati & Putri, 211). The proposed business shows a net profit ratio of 65% in its first year of operations, suggesting that for every peso of revenue earned, the business generates ₱0.65 in net profit. The results in the succeeding years also indicate that the business remains highly profitable.

Return on Investment. Based on the above projections, 474% of the initial capital outlay will be recovered in the first year. This means that the total capital invested in the proposed business can be fully recovered within the first year, including a significant amount of profit. Return on investment (ROI) is a financial metric used to evaluate the profitability and performance of investments within a company. It means being financially successful by calculating the net gain or loss relative to the cost, given as a percentage (Majka, 2024).

Socio-Economic Aspects - The proposed Driving License Review Center in San Jose, Occidental Mindoro, will contribute to the community by improving drivers' knowledge of traffic laws and road safety. Through structured review sessions aligned with the Land Transportation Office's standards, the project will help applicants

better prepare for the driver's license examination. The business will also create employment opportunities and contribute to local economic activity through taxes and business permits. Overall, the project supports safer roads and promotes responsible driving within the municipality.

4. SWOT and Potential Problem Analysis

Strengths - One of the primary strengths of the proposed review center is the clear, existing demand for structured preparation for theoretical examinations among driver's license applicants in San Jose, particularly among tricycle and motorcycle drivers, creating a stable and sustainable market for review services. High failure rates in theoretical examinations indicate a knowledge gap that should be addressed. Another strength is the project's focused, localized approach. By tailoring instruction to the learning needs of local applicants, particularly those with limited formal education, the review center can provide simplified explanations of traffic laws, guided discussions, and simulated examinations that enhance comprehension rather than rote memorization. The project also aligns with national legal requirements governing driver competency. Since drivers must demonstrate sufficient knowledge of traffic laws before being issued a license under Republic Act No. 4136 and the strengthened licensing standards under Republic Act No. 10930, the review center operates within a legally supported framework. This alignment increases the legitimacy and relevance of the service. Additionally, the business model requires relatively moderate capital investment compared to other enterprises, as operations primarily involve instructional services, learning materials, and office space. This makes the project financially manageable and scalable.

Weaknesses - Despite its strengths, the proposed review center may encounter certain internal limitations. One potential weakness is dependence on the volume of license applicants. If the number of applicants temporarily declines, enrollment in review sessions may decrease, affecting revenue stability. Another weakness may be the diversity of clients' educational backgrounds, limited literacy skills, or difficulty understanding technical concepts, which may require additional time and effort to ensure comprehension. This may affect class pacing and operational efficiency. The project may also face limitations in initial market trust. As a new establishment, the center must build credibility and demonstrate effectiveness in improving examination performance. Without proven results during the early stages of operation, some applicants may hesitate to enroll. Furthermore, the review center does not directly control the examination system or question format administered by the Land Transportation Office. Any changes in examination procedures may require immediate adaptation of review materials and teaching methods.

Opportunities - The growing population of tricycle and motorcycle drivers in San Jose presents a significant opportunity for long-term sustainability. As transportation demand increases, more individuals will apply for new licenses or renew their licenses for review services. There is also an opportunity to expand services in the future. The center may offer refresher courses for license renewals, special review sessions for professional driver applicants, or seminars on traffic law updates and responsible driving practices. This diversification can broaden revenue sources and strengthen market position. Technological advancement presents another opportunity. The integration of computer-based mock examinations and digital learning materials can enhance service quality and attract younger applicants who are more comfortable with digital platforms. Moreover, increasing public awareness of road safety and compliance with traffic regulations creates a favorable environment for educational services focused on driver competence. As regulatory enforcement becomes stricter and examinations remain competency-based, applicants may recognize the importance of structured preparation.

Threats, Potential Problems, and Action Responses - In addition to the SWOT factors, the project must anticipate operational and external challenges, including low enrollment during the initial phase of implementation. As a new business, the review center must establish credibility and demonstrate effectiveness in improving examination results. Effective marketing strategies, testimonials, and partnerships with local transport groups may be necessary to build trust. Another potential issue is inconsistency in examination results. Even with structured review sessions, some applicants may still fail due to test anxiety, reading comprehension challenges, or individual

learning limitations. Managing customer expectations while continuously improving teaching methods will be essential. Instructor qualification and retention may also pose a challenge. The center must ensure that instructors are knowledgeable, up to date on traffic regulations, and capable of effective communication. Continuous training and professional development will be necessary to maintain instructional quality. Operational costs such as rental fees, utilities, internet services, and instructional materials must be carefully managed to maintain profitability. Proper financial planning and monitoring are necessary to prevent operational losses. Lastly, resistance to structured learning may be encountered among some drivers who believe that practical experience alone is sufficient. Changing this mindset requires consistent advocacy on the importance of theoretical knowledge in ensuring legal compliance and road safety.

Based on the SWOT and potential problem analysis, the proposed Driving License Review Center in Occidental Mindoro is viable and responsive to an existing need. While certain weaknesses and threats exist, they can be mitigated through proper planning, quality instruction, strategic marketing, and continuous adaptation to regulatory changes. The strengths and opportunities of the project—particularly the clear demand for structured theoretical preparation and the legal requirement for driver competency under Republic Act No. 4136 and Republic Act No. 10930—outweigh the identified limitations. With effective management and community engagement, the project has strong potential for sustainability and long-term contribution to responsible driving practices within the municipality...

5. Conclusions

Based on the findings of the study, the researcher has arrived at the following conclusions: Based on the respondents' high interest (95%) and the absence of specialized review centers in the area, the proposed Driving License Review Center targets a youthful, college-level, and economically active population, and with appropriate marketing strategies, strategic location, qualified instructors, and affordable pricing, the project is marketable and capable of generating stable demand. The proposed review center meets the competency-based licensing requirements under Republic Act No. 4136 and Republic Act No. 10930, demonstrating that it is technically feasible and aligned with national standards for theoretical driver education. The business is planned as a sole proprietorship, with the researcher as the sole owner and manager, ensuring clear supervision of instructional oversight, administrative processes, and financial management, making the organization appropriate and feasible. The project generates direct and indirect employment, provides government revenue, addresses applicants' educational needs, improves road safety, and contributes to livelihood security, demonstrating significant socio-economic benefits for the community of San Jose, Occidental Mindoro. The proposed review center requires moderate start-up capital and, based on projected enrollment and a ₱1,000-per-participant fee, is sustainable with potential for long-term profitability.

Recommendations - Based on the findings and conclusions presented in this study, the researcher recommends the following: Implement aggressive yet effective marketing strategies, particularly through social media platforms. The owner may consider partnerships with transport groups and information dissemination in schools and terminals to sustain strong enrollment levels. The owner may continuously enhance instructional materials and mock examination programs to improve first-time passing rates and maintain service credibility. The owner may hire and train competent instructors with strong communication skills and updated knowledge of traffic laws and examination formats to ensure high-quality service delivery. The management may regularly monitor financial performance and operational costs to maintain the proposed project's profitability and long-term sustainability. Thriving License Review Center in San Jose, Occidental Mindoro, is feasible and viable in terms of market demand, with respect to tuition, service relevance, and operational sustainability. Future researchers may explore future expansion to neighboring municipalities once operational stability and consistent enrollment levels are achieved.

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