

FOREST LAKE MEMORIAL PARK

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Executive Summary

Forest Lake Memorial Park - San Ildefonso is formerly known as Heaven's Way Memorial Garden which was established in year 1999 and was previously owned solely by spouses Elcid and Elizabeth Trinidad. It was by year 2015 when Mr. Trinidad decided to have a joint venture with Alexcy Corp., the owner of Forest Lake Memorial Park.

As a result of the industry analysis which is based on the FIVE FORCES MODEL, the overall evaluation of the industry is in its moderate level and investors would still find it attractive to venture into this kind of industry. This only proves that the industry is competitive and can stand firm in spite of the different factors that would affect it. For as long as there is a continuous supervision and management, the industry would have a good return.

Forest Lake Memorial Park has an External Factor Evaluation (EFE) Matrix that yields to a weighted average of 3.1 which only shows that FLMP – San Ildefonso is able to respond to all external forces within its area. Opportunities like implementation of construction of bypass road, increased mortality rate, and opening of a new subdivision in the area have the same weights since all these factors have the same positive impact toward the company. Even though threats of

expansion of a direct competitor is present and availability of land would be a problem in the near future, it is still manageable and could use its opportunities in order to overpower the possible threats toward the company.

Introduction

Memorial Park is a place where dead people are buried and where people remember and commemorate a departed loved one. This is a place for meditation, a man-made park for resting and looking for inner peace, a park designed for contemplation or recreation, commemorating the death of an individual or of many people through a natural or other disaster, or through military action.

A memorial park concept is the highest expression of immortalizing a loved one who has passed away. It is a tribute and an honor to the dead, a constant source of inspiration to the living. Therefore, a memorial park does away with headstones and other depressing reminders of mortality. Memorial parks operate on the concept of beauty plus utility upon witnessing the congested and unpleasant sights of public cemeteries (Manila Memorial, 2017). Shrines and gardens are made to immortalize memories and ideals of those who departed, and this is the reason why the tradition of honoring the dead is a lively business today. The living could make an investment in it average of 135 pre-need lots monthly for the year 2016. This is due to clients who buy lots for investment in it since memorial lot prices increase over time due to the improvements and developments done in it (Leyco, 2016). Since 2017, about 30 popular memorial parks have been established in Bulacan.

Just like other forms of real estate in the country, memorial lots do have general provisions. Article IV, Sections C of Executive Order No. 648, currently promulgated by the Housing and Land Use Regulatory Board (HLURB), states that cemeteries or memorial

parks shall be located at the periphery of the town center or in areas sparsely inhabited and where little hazard to human life or health could result. Buying a memorial lot in the Philippines is quite similar to buying any other type of real estate, although due to the nature of what memorial lots are for and where they are located, there are some notable differences. For one, memorial lots have no land title – only rights; they only have lot titles that signify where the lot is located and its measurements. This is also kept on record by the developer or property manager in the case of memorial parks, and by the local government in the case of public cemeteries (Lamudi, 2004).

In the Philippines, Manila Memorial Park, Inc. is considered as number one in the list of memorial parks in the Philippines and the pioneer in the memorial park industry in the country. It is the largest in terms of the number of properties and is also the industry leader in terms of sales and development. Manila Memorial Park is the only memorial park consistently listed in the Top 1000 Corporations in the Philippines. The company is the first to have a modern crematorium in the country introduced in 1985 (Manila Memorial, 2017).

Heritage Park, one of the newer cemeteries in Metro Manila, offers lawn lots for a base price of Php168,000.00 as of 2016 and had increased to Php197,000.00 this year (Pablo, 2008). Garden lots at the Taguig cemetery, on the other hand, currently sell for a base price of Php1.25 million, while estate lots go for as much as Php14million, which is already equivalent to the price of an average two-bedroom Makati condo.

There are also several memorial parks in Bulacan, on top of which is the Golden Haven Memorial Park (Google, 2016). A leisurely 15-minute drive from Starmall, San Jose del Monte, Golden Haven Bulacan was established in 2015 by Manuel Villar to provide a lasting and fitting tribute in memory of a loved one (GoldenHaven, 2016).

Aside from interment services, memorial parks could also offer cremation services. Cremation is the disposal of a dead person's body by burning it to ashes, typically after a funeral ceremony. In line with cremation, having a columbarium in a memorial park is built (Dictionary.com, 2016). Columbarium is a place for the respectful and usually public storage of cinerary urns (i.e., urns holding the cremated remains of the deceased) (Wikipedia, 2016). In the Philippines, only a few from the famous memorial parks offer cremation services and have columbarium, some of which are the following: Heritage Park, Manila Memorial Park, and Holy Cross Memorial Park.

A few of the terminologies in the paper are “at-need lot” and “pre-need lot.” At-need lots are lots that are purchased on the spot and need to be fully paid since it will be used straightaway for burial. Pre-need lots are lots acquired without interment and will be needed for future use.

Demographics. San Ildefonso is a municipality in the province of Bulacan having a population of approximately 105,000 people as of 2016. It has a total lot area of 128.71 km² or 12,871 hectares. Of the several establishments and other improvements, the town includes subdivisions, supermarkets, hospitals, banks, fast foods, complex, schools and recreational buildings, parks, and residential lots aside from five memorial parks.

In the research survey conducted during the period 2014-2016 about memorial lot prices within San Ildefonso, an average price of P15,500.00 per lawn lot (at-need lot) was recorded in 2014. Infinito Memorial Park has the cheapest among the memorial parks in the area, with 48% mark-up from 2014 to 2016.

Major Players in the Industry

In San Ildefonso, the top major players in the memorial industry are Forest Lake Memorial, Holy Rosary Memorial Park and Cooperative, Infinito Memorial Park, and Paradise Garden. This was based on a survey done by the group of Maricar P. Larin, Sales Director of Forest Lake Memorial Park, San Ildefonso.

Forest Lake Memorial Park. Forest Lake Memorial Park is located in San Juan, San Ildefonso, Bulacan, having a total lot area of 7.5 hectares. It became the leading memorial park in terms of sales and was able to sell an average of 135 pre-need lots monthly for the year 2016. This is due to clients who buy lots for investment.

Forest Lake Memorial Park (FLMP) is known for its wide parking lots and pathways, wide entrance, good quality interment service, unique programs during All Soul's Day and is thus more costly compared to its competitors. However, for unprepared families who were not able to purchase a lot beforehand, they tend to purchase low-cost lots and do not worry on the quality of the service or the crowded area. They opt to buy a more economical price since at-need lots are supposed to be paid in full. Other than FLMP, it has a lesser discount rate compared to competitors. A maximum of 15% discount is given to clients paying for spot cash, unlike other memorial parks in the area that offer up to 50% discount. Also, Forest Lake does not tolerate extensions on payments on at-need lots.

Holy Rosary Memorial Park. Holy Rosary Memorial Park (HRMP) is the major and direct competitor of FLMP. It was able to give discounts to clients of their members through a cooperative from 30% to 50% discount and gives extension for payments, both pre-need and at-need. Its accessibility also attracts buyers as it is located along the highway of Malipampang, San Ildefonso, Bulacan.

Paradise Garden. Paradise Garden is located in Pala-Pala, San Ildefonso, Bulacan which is far from the town proper. It is already occupied by clients mostly from nearby areas. Residents believe that it is more practical for them to buy a lot accessible to their area.

Infinito Memorial Garden. Lastly, Infinito Memorial Garden, which is situated near FLMP, has a more affordable lot price though low quality service. Some clients choose to buy lots here due to the sudden death of their family members or loved ones. Besides, it offers the cheapest at-need lots. Infinito Memorial Garden is currently dealing on a vacant lot, around two hectares, for a possible expansion of their memorial park.

INDUSTRY ANALYSIS

Five Forces Model

Rivalry among competing firms (moderate). As mentioned earlier, all memorial parks in San Ildefonso are offering the same products/lots; thus, they only differ on the additional memorial services given. The given rate in this section is said to be moderate because buyers' preferences vary depending on their needs, situation, and capacity. In this line of industry, there are two things to consider in buying a memorial lot: the pre-need and the at-need lots, which would be the basis for the selection of a memorial park.

Looking at the lot prices of the major competitors, it is far cheaper compared to FLMP; many clients would think of purchasing a low-priced lot especially when the lot is at-need. Nonetheless, clients desiring a more comfortable and serene place would prefer acquiring a lot at Forest Lake Memorial Park.

San Ildefonso has only one public cemetery. The public cemetery (the oldest burial place in San Ildefonso) is situated between FLMP and Infinito Memorial Park. It indicates a positive marketing response on the part of FLMP since families and relatives of the deceased buried in the public cemetery would prefer a memorial park accessible to the burial place. Apparently, Infinito Memorial Park is still the preferred memorial park since it is cheaper. Given the situation and conditions, competition is moderately observed.

Potential development of substitute product (low). The potential development of a substitute product is rated low since there is only one public cemetery located in the area. Furthermore, practices like its traditional burial for almost 40 years have not been changed, and introduction of a new practice such as cremation has yet to be observed in the area. Therefore, crematorium and columbarium have a very small chance of capturing the market in San Ildefonso. In this case, the possibility of having a substitute product is not that much ; that is why, it is assessed low.

Bargaining power of suppliers (moderate). FLMP's main suppliers are the landowners of the company who provide lands and take charge of selling lots for expansion. The bargaining power of suppliers is rated moderate, in this case, since it is not easy for them to immediately find a lot for expansion or for branching out.

Bargaining power of consumers (moderate). Basically, this fluctuates based on the needs of clients, but right now the bargaining power of buyers is moderate, as there seems to be many clients and investors in the area. It is also stressed that buyers have choices to use the lot or resell the lot at a higher price; therefore, lots are indeed saleable at this point that makes the bargaining power of consumers at its moderate level.

Clients' needs are divided into two (at-need and pre-need), and most agents only persuade clients who purchase pre-need lots. Preferences of people vary and are difficult to predict, most especially when sudden death occurs, and making decisions about the kind of memorial park to purchase is taken into consideration.

Potential entry of new competitors (low). The potential entry of new competitors is comparatively low or at best medium. It is not that easy for someone to just go out and build a high-end memorial park in San Ildefonso. There are numerous regulations and other obligations to be dealt with. Accordingly, a new player would have a great deal of trouble just moving into this industry. One is that the development of memorial parks has several legal aspects to consider. The Housing and Land Use Regulatory Board (HLURB) is a national government agency that regulates the development of memorial parks. It has a set of prescribed guidelines as stated in the Rules and Regulations for Memorial Park/Cemetery which was approved per HLURB Board Resolution No. 681, Series of 2000 on 21 September 2000. This was amended by Resolution No. 729, Series of 2002, and Resolution No. 747, Series of 2003.

Primarily, memorial parks must conform with the land use plan or zoning ordinance of the locality having jurisdiction over the project site. The pertinent provisions of the Sanitation Code, Water Code, National Building Code of the Philippines and its referral codes, like the Accessibility Law, Plumbing Code, Electrical Code, and other applicable laws and rules affecting related services and standard designs must also be considered.

In line with this, San Ildefonso is considered to be a developing town with several establishments: commercial complex, subdivisions, banks, a hospital, schools, and fast foods, all situated at the most accessible part of the town. Hence, it would be very difficult to enter into this venture in the town of San Ildefonso since a memorial lot is located in a far-flung area. Moreover, coming into this venture at San Ildefonso may be a bit challenging due to lack of sizable land parcels in the area.

Conclusion of the Industry Analysis

Upon analyzing the results of the assessment, it is evident that San Ildefonso has low potential development of a substitute product, moderate bargaining power of suppliers, as well as consumers, low potential entry of new competitors, and a moderate rate of rivalry on competing firms. The overall evaluation of the industry is in its moderate level and investors would still find it attractive to venture into this kind of industry. This only proves that it is competitive and can stand firm in spite of the different factors that would affect the industry. For as long as there is a continuous supervision and management, the industry would have a good return.

Opportunities and Threats

Opportunities

Implementation of new technologies. Studies have shown that using communication technology, internet, and other social media are effective ways of advertising. Technology is a breakthrough in science that allows for better progress in terms of businesses. It allows information, whether written or broadcast, to be shared more quickly and with fewer resources. Marketing can be accomplished by placing advertisements that reach many buyers/potential buyers on the internet through social networking sites. The use of professional programs for computers could increase the productivity and enhance the marketing skills through advertising.

Construction of bypass road connecting NLEX to San Ildefonso by the end of 2017 or early 2018. Investors could come to San Ildefonso due to this connection. Thus, there is a possibility of increased population because of job opportunities in the town. It offers more opportunities for investments too.

Increased mortality rate. Records from the Municipal Civil Registrar's Office of San Ildefonso revealed an increase in mortality rate in the area as illustrated in Figure 4. Diseases and vehicular accidents were the main causes of death as stated by Lailanie Bondoc, the secretary of Civil Registrar's Municipality of San Ildefonso. A rise of almost 30% from 2014 to 2016 of morbidity rate depicts an increase in sales for memorial park owners and developers in San Ildefonso.

New markets due to opening of a subdivision. The opening of Camella Homes located in San Ildefonso indicates that there will be an increase of population in the area which means that there would also be more investors in the area.

Threats

Expansion of a direct competitor. The expansion of In-finito Memorial Garden is a threat to all memorial parks in San Ildefonso, especially for FLMP, because it is situated near the place. Its development would be a potential to invite more clients to invest in their park as it will be more spacious and more conducive to clients considering its low lot prices.

Availability of land in the future. In the future, when all lots are sold out, a problem in terms of unavailability of space in San Ildefonso may occur.

Table 1

EFE Industry Analysis on Memorial Park

	Weight	Rating	Weighted Score
Opportunities			
Implementation of new technologies	0.10	3	0.3
Construction of bypass road	0.20	4	0.8
Increased mortality rate	0.20	4	0.8
Opening of Camella Homes	0.20	4	0.8
Threats			
Expansion of a competitor	0.10	4	0.4
Unavailability of land in the future	0.20	4	0.8
	1.00		3.1

Table 1 shows the industry's External Factor Evaluation (EFE) Matrix that yields a weighted average of 3.1. This shows that FLMP – San Ildefonso is able to respond to all external forces within its area. Opportunities like implementation of construction of bypass road, increased mortality rate, and opening of a new subdivision in the area had the same weights since all these factors have the same positive impact toward the company. Even though threats of expansion of a direct competitor is present and availability of land would be a problem in the near future, it is still manageable by the company and could use its opportunities in order to overpower the possible threats toward the company.

COMPANY ANALYSIS

Nature and Background of the Business

Forest Lake Memorial Park (FLMP) was previously known as Heaven's Way Memorial Garden (HWMG) which was formally launched in 1999. Heaven's Way Memorial Garden was supervised

and managed by spouses Eliseo G. Trinidad, the landowner, and his wife Elizabeth V. Trinidad. By the year 2010, the family experienced losses and financial difficulty, making it hard to market the lots since there had been no concrete organizational structure most especially for the sales team. It had been difficult for the couple to sell lots until Forest Lake Memorial Park came in and had a deal with the landowner. Eventually, the park owner, Eliseo G. Trinidad, decided to have a joint venture with Forest Lake Memorial Park by year 2015. Forest Lake Memorial Park is owned by Alexcy Corporation which was principally set up to invest in memorial parks. For 20 years, FLMP has been providing efficiently-designed and family-friendly memorial parks all over Luzon, Visayas, and Mindanao. To date, it has 27 memorial parks across the country.

Forest Lake Memorial Park (FLMP)-San Ildefonso is in San Juan, San Ildefonso, Bulacan with a lot area of 77,549 square meters. The memorial park was developed by the landowner and operator of FLMP San Ildefonso, Eliseo G. Trinidad. FLMP is managed by a professional organization, and aggressive marketing and sales team with professional and efficient park maintenance, customer service, and interment crews. Forest Lake Memorial Parks is a themed, master-planned memorial park not only for the dead but also for the living since many families enjoy the serenity of the environment most especially during All Saint's Day and All Soul's Day. Forest Lake Memorial Park is known for its programs held during these two days. It was the first memorial park in the area that introduced a most-awaited event for its customers.

Products

Lawn Lots. These are plots designed for underground interment with a double interment option. This plot is assignable and transferable and provides transfer of four sets of remains per lot.

Mini Mausoleum. It is a nine-lot block above-ground interment inside an open-type mausoleum. It is transferrable and

assignable as a whole.

Estate Lot. It is a 12-lot block above-ground interment inside an open-type mausoleum. It is also transferrable and assignable as a whole.

Organization and Services

Aside from the park’s relaxing ambience, it is also known for its hardworking sales team, the backbone of the organization. The sales team is composed of agents and team leaders to fully market the product. The highest position per group is the area manager followed by the unit manager and then the sales consultant. Each position has a certain incentive for every lot sold. Its concept is to motivate all sales personnel to market whatever product and service FLMP offers as well as to give the best assistance to clients. FLMP conducts monthly meetings and assemblies to discuss all matters about the company. The organizational chart of the sales team, as shown in Figure 1, helps the readers understand the flow of incentives from top to bottom.

Reward system. The reward system includes monetary incentives, monthly recognition, and trips and vacations.

Among the major competitors, Forest Lake Memorial Park-San Ildefonso has a unique service during interment. The sales and marketing teams, with their respective agents, prepare a burial program to give tribute to the dead, and for the bereaved ones to dedicate a prayer and a message for their departed loved ones. Interment services of FLMP consists of the following packages and services: concrete vault; marble marker; grave digging and restoration of landscape; provisions for tents, carpets, and chairs; and documentation and tribute for the dead (screen and projector, sound system, flowers, and balloons).

Maintenance services. The following services are included: landscaping; benches, gazebos, comfort rooms; roads, pathways, sidewalks, fences; water and lighting; and 24-hour security service.

Strengths and Weaknesses

Strengths

1. Distinctive marketing techniques

- a. *The use of technology and social media helped in the increase of sales up to 884.6% from 2014 to 2016. Only Forest Lake marketing team utilized the use of social media through advertising. In fact, it has its own social media page where products and services are posted. Posting advertisements of the park development and other event happenings helps inform the public of its progress. The increase in net income shows the effectivity of the sales team. FLMP started advertising through social media by*

FOREST LAKE MEMORIAL PARK
SALES ORGANIZATIONAL CHART

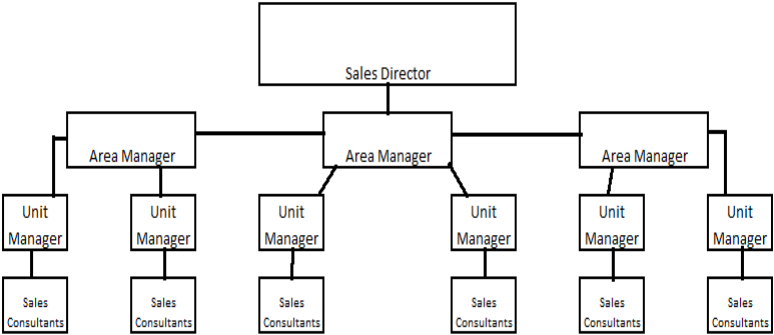


Figure 1. Sales organizational chart of Forest Lake Memorial Park.

year 2016 which showed a positive result in terms of increased number of sales.

- b. *Programs during All Soul's Day.* Every All Soul's Day, Forest Lake prepares a program which includes several games and contests open for children within the town and its nearby town. This activity has promoted the company. Through this, walk-in clients increased.

2. A well-formed sales organization. Forest Lake Memorial Park has an organization of sales agents that help each other to make visitations on remote areas of San Ildefonso and market the product. Unlike other memorial parks in the area, only FLMP had this kind of organization. In FLMP, sales agents have a weekly meeting where they discuss particular approaches and plans on succeeding visitations. Monthly, they have a meeting/assembly with the sales director to report on progress made and other related matters. FLMP has also a reward system for sales agents who top the sales. This way, agents are motivated to sell more and look for prospective clients and investors.

3. Unique interment services. FLMP is popular in the area because of its unique set-up of interment services and uniformed interment crew. Moreover, it has chairs and tents with a tribute program for a deceased loved one.

4. 24-hour park security. Among all memorial parks located in San Ildefonso, Bulacan, only FLMP has a 24-hour security guard. One security guard per 8-hour shift is on duty every day at the park to ensure the safety of visiting clients and other residents.

Weaknesses

1. No defined market segmentation. Forest Lake has only a few sales under the at-need a lot.

2. Lesser discount rate. FLMP does not give discount rates more than 15% which becomes its weakness, and it connotes less sales for the firm. Holy Rosary, being its major competitor, can give up to 50% discount to the clients of its members.

3. No extension for payments on at-need lots. Forest Lake strictly does not permit extension for payments on at-need lots. It has the lowest number of sales when it comes to at-need lots compared to its competitors which give certain extensions depending on the management's decision.

4. Limited product offerings targeting middle-upper class like cremation or columbarium. Unlike other memorial parks in Manila, Forest Lake Memorial Park does not offer services like cremation. Offering such service could help improve the number of sales coming from the middle to the upper class. In line with this, increase of sales in at-need lots would be achieved if this is done.

Strategic Issues

Issues pertaining to sustaining the maintenance and care fund is a big challenge for the company. However, income generating services are still present although all lots will have been sold. Take note that most lots sold are pre-need lots; therefore, interment services in the future are still expected. Currently, FLMP is planning to expand since it is expected that the memorial park, which is currently 7.5 hectares, is projected to be saturated 7 to 9

years from now. The continued expansion of the memorial park would be a better solution. Fortunately, a vacant lot situated close to FLMP and is as big as the current lot, is a potential extension. In its quest to develop more memorial parks, its research and development team is constantly looking for a potential lot to buy.

In addition to the extension, added services could be offered in the future like cremation depending on the preferences of the residents. Forest Lake may also build a memorial chapel or a crematorium or even a columbarium similar to what memorial parks in the cities do (i.e., Manila Memorial). The idea of building a memorial chapel may be a good additional service for the company instead of the old practice of residents to hold the wake within houses. Memorial chapels are rooms where wakes can be held. Added services like catering may be included in the package. A burial coordinator may be created to ensure the satisfaction of the clients.

STRATEGY FORMULATION

Objectives of the Firm

“To continue to grow and expand while providing the best quality memorial services and the most decent environment to all its stakeholders” is the firm’s primary objective.

Generic Strategies

Using the Porter’s Five Generic Strategies, it would be more effective to use focused differentiation on FLMP, since market penetration and market development is the focus of this strategy. Forest Lake sales/marketing team should continue with its work on saturating the location by offering the memorial lots and memorial services of the firm. The staff should concentrate on the residents

living in San Ildefonso. All-day park security and programs every All Saint’s Day and All Soul’s Day should be maintained as these particular activities differentiate FLMP over other competing memorial parks in the town. At this point, the research and development team should continuously study certain activities that should be added to enhance the usual events and services of the firm.

Present Strategies

Market penetration. Forest Lake Memorial Park is very much focused on its market. House visitations are done on a regular basis by the sales and marketing team. Actual clients are still offered said services and products of FLMP. This kind of strategy should be maintained by the firm.

Product development. FLMP is known for its unique interment service headed by the operations department. Uniformed crews and memorial programs are included in the package. This is a distinctive way of how the firm introduces itself to the market. Therefore, having unique interment crews, programs, and tributes for the dead should be continued by FLMP. Constant researches by the Research and Development team are on-going for more exclusive memorial services.

Proposed Strategies

Upon examining the results of the SPACE Matrix and the firm’s strategic options, the researcher proposed the following strategies:

Market penetration. Saturation is done in the area of San Ildefonso by the sales and marketing team. This strategy shall be maintained by the firm to capture the clients of other competitors as well. A continuous daily to weekly visitation checklist shall be

prepared by the operations department to ensure that each barangay is well visited. The sales and marketing team of Forest Lake shall do the following activities: house-to-house visitations within San Ildefonso; setting-up of pop-up booths situated in areas where more people could recognize easily the presence and existence of the firm (i.e., public market, commercial complex, barangay halls); and flyers or brochures distributed to the residents of San Ildefonso.

Intensive marketing is still needed to be conducted by Forest Lake since selling is a continuous process. Though sales had marked-up at a very high rate, still FLMP should maintain its number of sales.

Market development. This is the second step right after achieving market penetration by the sales team. As the extensive studies made by the research and development team show, residents of neighbouring towns shall be visited and be gradually introduced to the products and services by FLMP. Again, the operations department shall track the progress of the marketing team. In this case, FLMP could possibly expand and build in some places in Bulacan depending on the responding market. Market development could be done by targeting the non-buying customers of San Ildefonso and conducting an investment seminar thereafter. This is to enlighten possible customers that buying a memorial space is also a means of investing their money. Performing house visitations to nearby towns like San Rafael and San Miguel for research purposes could be done. Stalls can be put up in the public markets of nearby towns like San Rafael and San Miguel for distributing promotion leaflets.

Related diversification. Sales of Forest Lake Memorial Park could increase by partnering with a hospital morgue or a funeral parlor. The number of sales under at-need lots may increase as well. These related diversifications are as follows: building of memorial chapels for burial purposes; offering of burial services (i.e., catering services with chairs and tables); and offering of crematorium with cremation services.

IMPLEMENTATION

McKinsey 7S Framework

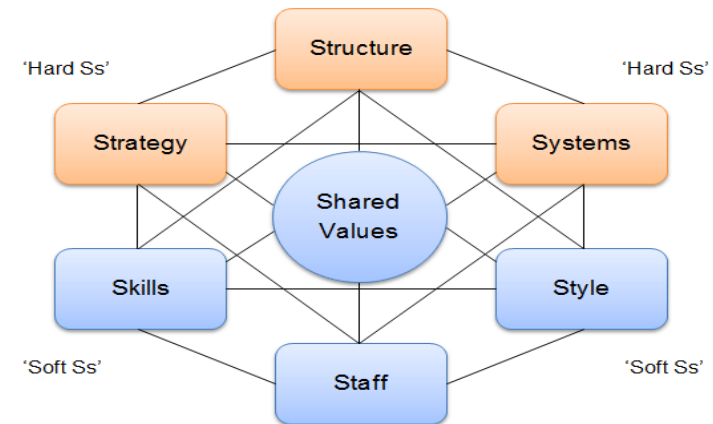


Figure 2. McKinsey 7S framework.

Being able to determine the McKinsey 7S framework is significant to evaluate and assess whether these elements are aligned and connected to each other. This model encompasses seven interconnected factors which are categorized into two general elements such as the following:

Hard elements. These elements are strategy, organizational structure, and the system used by the company.

Soft elements. Soft elements can be difficult to describe and are less tangible and more influenced by culture; these are shared values, skills, staff, and style.

Strategy

Forest Lake Memorial Park is concentrated on its geographical market. One of its strategies in observing market penetration is doing house visitations regularly with the sales and marketing team and offering products and services to actual clients. Aside from house visitations, seminars and assemblies are conducted as well in various places such as schools, barangay halls, and conference rooms with a particular scheduled audience. Banners for promotions, distribution of flyers, and putting of booths in strategic places are also part of the company's strategy. FLMP prepares programs during its branch anniversaries and on certain holidays like All Saint's Day and All Soul's Day.

FLMP is known for its unique interment services by the operations department. Uniformed crews and memorial programs are included in the said package. Providing quality service is a distinctive way of introducing the firm to the market. Therefore, having unique interment crews, programs, and tributes for the dead shall be continued by FLMP. Researches, particularly on exclusive memorial services, shall be conducted by the research and development team.

Structure

Forest Lake Memorial Park observes a functional organization commonly known as a *bureaucratic organizational structure*. It distributes its company staff based on the mastery and specialty of each employee or staff within the organization. It has this traditional business of distributing its employees with a sales department, marketing department, accounting department, and customer service department.

Every branch of Forest Lake Memorial Park has its own sales organization structure in which the sales director has the highest position in every branch. A sales director reports to the regional sales director to keep track of how the sales of each branch is going on. Among the sales agents (sales consultants, unit manager, area manager), the area manager has the highest position who directly reports to the sales director. Area managers are the ones who monitor and supervise the sales of unit managers. On the other hand, unit managers are responsible for assisting their down line who are the sales consultants.

All regional heads coordinate with the support groups such as the human resources, business development department, research and development, and finance to achieve the company's goals in terms of increased sales, high-quality service, and competent employees. However, decision making like policy regulations, acquisition strategy, and purchase of land are controlled by the top management.

System

In line with the sales organization structure of FLMP, every lot sold by an agent has a corresponding reward in terms of commission, and the agent having the most number of sales is given incentives like vacation trips or even in-kind prizes. The reward system established by the company motivates every agent to market more clients.

Forest Lake uses a Digital Touch system in its offices to capture walk-in clients and provide them an opportunity to view the park through this machine. Digital Touch system helps businesses engage their customers in these digital, screen-dependent times, from off-the-shelf products to 360° custom project solutions. This is a touch screen kiosk that lets the clients view the particular memorial lot they wish to visit.

Human Resources and Recruitment Department (HRRD), on the other hand, is responsible for producing skilled employees. Aspiring applicants may drop by to any branch to submit their documents which will be forwarded to the main office for review. Human Resources staff coordinate with the sales director of every branch for seminars and trainings purposes.

In terms of financial reports, in collaboration with the accounting and finance heads, HRRD submits monthly and annual reports to landowners and to the top management as well. Thru the reports, the company owners and the seniors would be able to determine how each employee works and how each department operates. Consequently, the sales department conducts a weekly meeting which includes reporting of targets and deliberation of problems to be solved.

Shared Values

Forest Lake Memorial Park values its clients very much and assures their fulfillment and happiness. In line with this, it formulated the following shared values to be observed and valued by the whole organization. These are as follows:

Innovative. The company has a continuous development plan for the improvement of its park and its services. It creates new programs as well.

Customer satisfaction. The company ensures that the customers get satisfied; hence, it gives the best quality of service through proper assistance, guidance, and maintenance of peace and serenity of its environment.

Prudence. The company values and observes proper conduct among the staff of FLMP. Each is treated with respect and dignity; thus producing quality employees that value its customers.

Style

Each employee of every department of FLMP cooperates and contributes to the success of the company. It practices a democratic or participative leadership style. The whole organization works as a team and functions appropriately according to the designation of the members. Ideas of employees are valued, thus boosting the morale of the employees in making contributions to the company. The Research and Development Department continuously conducts studies on how to improve the services of the company and to convince more clients to invest and purchase a lot from FLMP.

Staff

Every staff of Forest Lake Memorial Park plays an important role in the success of the company. Each department cooperates with another department. Primarily, the sales and marketing team contributes the most in terms of profitability of the company. Sales department is also responsible for the seminars and training programs of the branch agents. Payments, commissions, and other account transactions are prepared in the Accounting and Finance Department. This department is incharge of all payments within the day, including every service booked and product-related concern processed by the operations and administration departments.

Employees who are positioned at the back office like employees at the Accounting and Finance Department and the research and development personnel are also well-coordinated with every department in any branch.

Skills

The company is known for its distinctive way of performing interment services through programs and tributes for the deceased loved one. The whole Forest-Lake San Ildefonso team ensures that they provide quality service amongst its clients based on the core values of the company. Clients are encouraged to fill up customer feedback forms to gauge how efficient the team had performed during the interment services. According to an interview with Wendy Lapuz, customer service staff of Forest Lake Memorial Park-San Ildefonso, clients are satisfied with how the staff deliver their services.

Forest Lake Memorial Park is always open for any suggestion from an employee for the development and attainment of the company goals. New ideas are always entertained during seminars or any other assembly held by the company.

Based on the initial assessment of the 7s McKinley, the strategy and the structure of FLMP are not aligned in all aspects; therefore, the researcher prepared a strategic plan to be able to connect all aspects contained in the framework.

From the previous framework, the strategy practiced by FLMP was focused on market penetration and product development. This is the reason why one of the weaknesses of the company is market segmentation. The market is not well defined yet. Thus, the researcher revised the strategy and modified it by distinguishing the target market and creating a market segmentation. This should be clearly defined by creating new departments in the FLMP-San Ildefonso branch: the Research and Development Department and the Business Management Department. These employees are the ones who study and determine the preferences and status of the residents in San Ildefonso. The proper classification of the market where upper, middle, and lower class should be clearly defined. Activities like conducting surveys and research studies should be

thoroughly done and should cover 50% of the population in San Ildefonso at the end of the year. In this case, products would be easier to offer to a specified market and, therefore, will yield an increase in sales.

In relation to the previous strategy of the company, the structure of Forest Lake focused on the sales and marketing team without considering the Research and Development Department and the Business Management Department. The benefit of having an additional department would help to increase sales and bring higher returns for the company. The sales and marketing team should still be retained, however.

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