

SUPPLY CHAIN MANAGEMENT FLEXIBILITY AND MARKETING PERFORMANCE OF LUXURY HOTELS IN PORT HARCOURT

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ABSTRACT

This study investigated the relationship between Supply Chain Management Flexibility and Marketing Performance of Luxury Hotels in Port Harcourt. Specifically, the objectives of the study were to determine how logistics flexibility and procurement flexibility relate with customer retention growth of luxury hotels in Port Harcourt. The correlational research design was adopted. The population of this study comprised of seventy (70) luxury hotels in Port Harcourt. Two hundred and ten (210) respondents were drawn from the population through census approach. However, only 173 respondents provided data for the study through questionnaire that was designed in the Likert 5-point scale of strongly disagree to strongly agree. Pearson Product Moment Correlation (PPMC) was used to test two null hypotheses. From results of the analysis, it was revealed that logistics flexibility and procurement flexibility which are the dimensions of supply chain management flexibility positively and significantly relate with customer retention growth (i.e. measure of marketing performance) of luxury hotels in Port Harcourt. Based on these findings, it was concluded that logistics flexibility has a strong relationship with customer retention growth, indicating that hotels with adaptable logistics systems such as efficient inventory management and responsive delivery networks can significantly enhance customer satisfaction and loyalty. Therefore, the study recommended amongst others that luxury hotels in Port Harcourt should invest in advanced logistics technologies such as real-time tracking, automated inventory management, and predictive demand forecasting.

Keyword(s): Supply Chain Management Flexibility; Marketing Performance; Procurement; Logistics; Customer Retention Growth

INTRODUCTION

The hospitality industry, particularly luxury hotels, relies heavily on efficient supply chain management (SCM) to enhance marketing performance and maintain a competitive edge in dynamic environments such as Port Harcourt, Nigeria. Supply chain management flexibility, which encompasses adaptability in procurement, logistics, and service delivery, is crucial for responding to market fluctuations, customer demands, and unforeseen disruptions (Amah & Jumbo, 2024). In the competitive luxury hotel sector, the ability to adjust supplier relationships, optimize inventory, and streamline operational processes directly influences customer satisfaction and brand positioning (Horsfall, 2024). With Port Harcourt emerging as a hub for business and tourism, understanding how flexible SCM strategies contribute to marketing success is essential for improving service quality and sustaining profitability (Waale & Onuoha, 2023).

A flexible supply chain allows luxury hotels to navigate operational uncertainties while capitalizing on market opportunities. In Port Harcourt, where infrastructural challenges and economic fluctuations pose significant risks, hotels with agile supply chains can swiftly adjust pricing strategies, promotional campaigns, and service offerings to align with customer expectations (Eze, 2024). Strategic agility in supply chain management enhances hotels' ability to provide seamless guest experiences, maintain cost efficiency, and ensure continuous availability of premium services (Charles & Ojum, 2023). The integration of digital tools, such as automated inventory management and predictive analytics, further strengthens marketing efforts by enabling data-driven decision-

making and targeted promotional initiatives (Adim & Mezeh, 2020). Consequently, the relationship between supply chain flexibility and marketing performance is increasingly recognized as a critical factor in the success of luxury hotels in the region.

Despite the apparent benefits of supply chain flexibility, many luxury hotels in Port Harcourt struggle to implement adaptive strategies due to bureaucratic constraints, supplier limitations, and inconsistent regulatory frameworks (Olaka, Okafor, & Ulo, 2018). Studies indicate that effective collaboration among stakeholders, investment in technological advancements, and the adoption of resilient supply chain models are key to overcoming these challenges (Akintokunbo & Akpotu, 2020). Additionally, hotels that leverage local sourcing and sustainable procurement practices not only enhance their operational flexibility but also improve their brand reputation and customer loyalty (Promise-Elechi & Onuoha, 2023). This study aims to explore the intricate relationship between supply chain management flexibility and marketing performance in luxury hotels within Port Harcourt, providing insights that could inform best practices for the industry.

Statement of the Problem

The luxury hotel industry in Port Harcourt operates in a highly dynamic and competitive environment where customer expectations, market trends, and economic conditions are constantly evolving. Despite the recognized importance of supply chain management (SCM) flexibility in enhancing operational efficiency and customer satisfaction, many luxury hotels struggle to integrate adaptive supply chain strategies into their marketing efforts. Challenges such as unstable supplier relationships, inefficient procurement processes, and delays in service delivery hinder their ability to respond swiftly to market demands (Amah & Jumbo, 2024). Additionally, infrastructural deficits, regulatory inconsistencies, and economic volatility further complicate supply chain operations, affecting inventory control and overall service quality (Horsfall, 2024). Consequently, luxury hotels in Port Harcourt often experience reduced customer retention, fluctuating occupancy rates, and diminished brand competitiveness due to rigid supply chain structures that fail to accommodate market shifts (Waale & Onuoha, 2023).

Despite previous studies emphasizing the significance of supply chain agility in various sectors, there remains a gap in research exploring its direct impact on marketing performance in the luxury hospitality industry, particularly in Port Harcourt. Many hotels continue to employ conventional SCM practices that lack flexibility, leading to inconsistencies in service delivery and missed market opportunities (Eze, 2024). Furthermore, limited empirical evidence exists regarding the specific mechanisms through which supply chain flexibility influences key marketing performance indicators such as customer acquisition, brand positioning, and revenue growth (Charles & Ojum, 2023). Without a clear understanding of these dynamics, hotel managers may struggle to formulate and implement strategies that effectively balance supply chain efficiency with marketing competitiveness. Therefore, this study seeks to address this gap by examining the relationship between supply chain management flexibility and marketing performance in luxury hotels in Port Harcourt, providing insights that could inform industry best practices and strategic decision-making.

Conceptual Framework

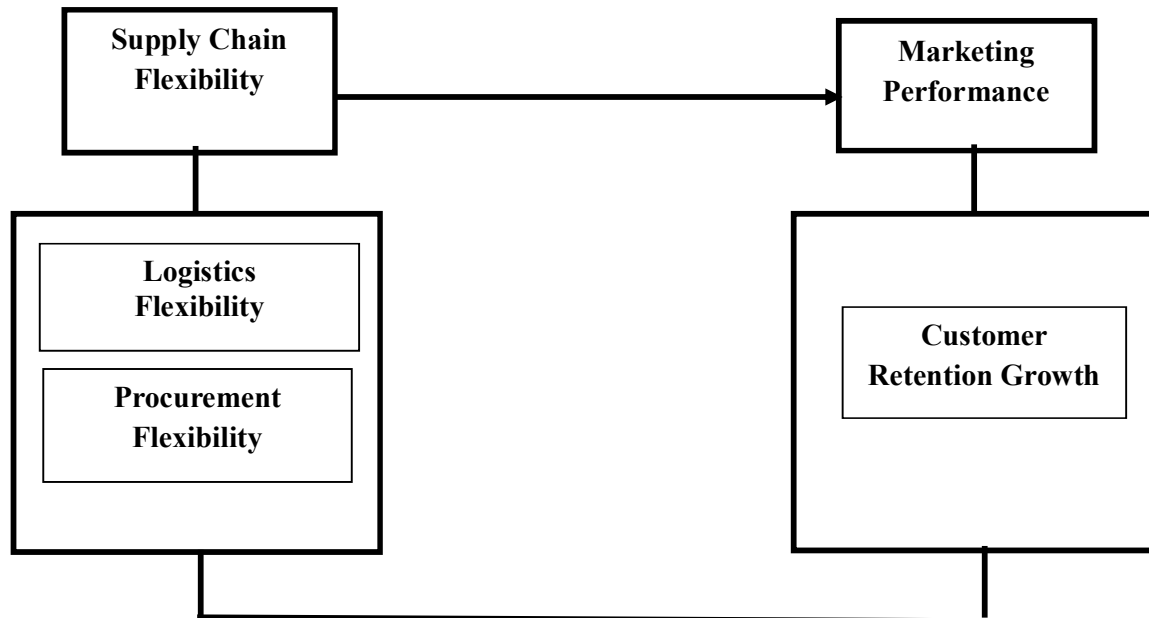


Figure 1: Conceptual framework of the relationship between supply chain management flexibility and marketing performance of luxury hotels in Port Harcourt.

Source: Barad & Sapir, (2018).

Aim and Objectives of the Study

The aim of this study is to determine the relationship between supply chain management flexibility and marketing performance of luxury hotels in Port Harcourt. Specifically, the objectives of this study were to:

1. examine the relationship between logistics flexibility and customer retention growth of luxury hotels in Port Harcourt.
2. determine the relationship between procurement flexibility and customer retention growth of luxury hotels in Port Harcourt.

Research Questions

The following research questions guided this paper:

1. What is the relationship between logistics flexibility and customer retention growth of luxury hotels in Port Harcourt?
2. What is the relationship between procurement flexibility and customer retention growth of luxury hotels in Port Harcourt?

Research Hypotheses

The following null hypotheses were tested using 0.05 level of significance as a threshold:

H₀₁: There is no significant relationship between logistics flexibility and customer retention growth of luxury hotels in Port Harcourt.

H₀₂: There is no significant relationship between procurement flexibility and customer retention growth of luxury hotels in Port Harcourt.

Theoretical Foundation

The theory that underpinned this paper is dynamic capabilities theory.

Dynamic Capabilities Theory

Dynamic Capabilities Theory (DCT), introduced by Teece, Pisano, and Shuen (1997), posits that firms can achieve and sustain competitive advantage by continuously adapting and reconfiguring their resources in response to changing market conditions. Unlike traditional resource-based theories that focus on static assets, DCT emphasizes the role of managerial capabilities in sensing opportunities, seizing them, and transforming operations to maintain relevance in volatile environments (Teece, 2018). This theory is particularly significant in industries characterized by rapid shifts in customer preferences and technological advancements, as it highlights the importance of flexibility, innovation, and strategic agility (Eisenhardt & Martin, 2000). Firms with strong dynamic capabilities are better positioned to anticipate market changes, restructure internal processes, and optimize supply chain operations to enhance performance and profitability (Teece, 2020).

The relevance of DCT to this study lies in its emphasis on flexibility and adaptability, which are critical for luxury hotels in Port Harcourt seeking to improve their marketing performance through effective supply chain management. Given the unpredictable nature of the hospitality industry, hotels that can swiftly adjust their supply chain processes—such as supplier relationships, inventory control, and service delivery—will be more competitive in attracting and retaining customers (Waale & Onuoha, 2023). The ability to sense market trends, seize emerging opportunities, and reconfigure operational strategies allows these hotels to enhance service quality, streamline costs, and differentiate their brand in an increasingly competitive landscape (Amah & Jumbo, 2024). By applying DCT, this study underscores the need for luxury hotels to develop supply chain resilience and marketing agility, ensuring they remain responsive to market dynamics while delivering superior customer experiences.

Conceptual Reviews

Concept of Supply Chain Management Flexibility

Supply Chain Management (SCM) flexibility refers to an organization's ability to adapt its supply chain processes in response to dynamic market conditions, customer demands, and operational challenges. It encompasses various dimensions, including supplier flexibility, production adaptability, logistics efficiency, and demand responsiveness, all of which contribute to an agile and resilient supply chain (Amah & Jumbo, 2024). In highly competitive industries such as the hospitality sector, particularly in luxury hotels, SCM flexibility ensures that businesses can mitigate risks associated with disruptions in supply, fluctuating consumer preferences, and regulatory changes. By integrating digital tools such as real-time inventory tracking, demand forecasting, and supplier collaboration platforms, organizations can enhance their ability to quickly adjust their supply chain operations while maintaining cost efficiency and service quality (Waale & Onuoha, 2023).

For luxury hotels in Port Harcourt, SCM flexibility plays a crucial role in ensuring uninterrupted service delivery, optimal inventory management, and seamless guest experiences. Hotels that can swiftly switch suppliers, alter procurement strategies, and adapt their service offerings to match market trends are better positioned to maintain competitiveness and profitability (Horsfall, 2024). Moreover, supply chain agility enhances customer satisfaction by ensuring the consistent availability of high-quality products and services, thereby strengthening brand loyalty and market reputation. Given the unpredictable nature of the hospitality industry, hotels that fail to develop flexible supply chain strategies may struggle with operational inefficiencies, stock shortages, and delayed service delivery, ultimately impacting their marketing performance and customer retention rates (Eze, 2024).

Dimensions of Supply Chain Management Flexibility

Logistics Flexibility

Logistics flexibility refers to a firm's ability to efficiently manage the movement, storage, and distribution of goods and services while adapting to changing market conditions and operational challenges. It involves multiple components, including transportation adaptability, warehousing efficiency, order fulfillment speed, and real-time tracking of deliveries (Adim & Mezeh, 2020). In

industries where customer satisfaction is highly dependent on service reliability, logistics flexibility becomes a critical determinant of competitive advantage. Organizations with flexible logistics systems can quickly respond to supply chain disruptions, optimize route planning, and reduce operational bottlenecks, ensuring timely and cost-effective delivery of goods and services (Charles & Ojum, 2023).

In the luxury hotel sector of Port Harcourt, logistics flexibility is particularly important for maintaining a seamless supply of essential items such as food and beverages, toiletries, and hospitality equipment. Delays in procurement and distribution can negatively impact guest experiences, leading to dissatisfaction and reputational damage. Hotels that leverage advanced logistics technologies, such as automated inventory management and predictive demand analysis, can better anticipate supply needs and ensure uninterrupted service provision (Promise-Elechi & Onuoha, 2023). Additionally, the ability to switch between multiple suppliers and transportation modes enhances resilience against unexpected disruptions, such as strikes, economic downturns, or geopolitical issues affecting the supply chain. A well-optimized logistics system not only improves operational efficiency but also enhances the overall customer experience, thereby boosting marketing performance and competitive positioning (Horsfall, 2024).

Procurement Flexibility

Procurement flexibility refers to an organization's capacity to adjust its sourcing strategies, supplier relationships, and purchasing decisions in response to fluctuating market conditions and operational needs. It involves diversifying supplier networks, negotiating adaptive contract terms, and leveraging technology-driven procurement processes to ensure timely and cost-effective acquisitions (Amah & Jumbo, 2024). By maintaining a flexible procurement system, businesses can mitigate risks associated with supply shortages, price fluctuations, and quality inconsistencies, ensuring a steady flow of essential resources while optimizing costs (Waale & Onuoha, 2023).

For luxury hotels in Port Harcourt, procurement flexibility is essential to maintaining service excellence and customer satisfaction. The hospitality industry relies heavily on consistent product quality, timely restocking of inventory, and cost-efficient sourcing of raw materials. Hotels that adopt a dynamic procurement strategy—such as developing relationships with multiple suppliers, utilizing e-procurement platforms, and implementing just-in-time purchasing—can enhance their operational agility and market competitiveness (Horsfall, 2024). Furthermore, flexible procurement practices allow hotels to quickly respond to guest preferences, seasonal demand variations, and emerging industry trends, ensuring they remain relevant in an increasingly competitive market. Without procurement adaptability, hotels may face supply chain bottlenecks, cost inefficiencies, and inconsistent service delivery, all of which can negatively impact their brand reputation and revenue growth (Eze, 2024).

Concept of Marketing Performance

Marketing performance refers to the effectiveness of a company's marketing strategies in achieving key business objectives such as customer acquisition, brand awareness, revenue growth, and market expansion. It is measured through various metrics, including sales growth, return on investment (ROI), customer engagement, and market share (Adim & Mezeh, 2020). A high-performing marketing strategy aligns with consumer preferences, leverages digital and traditional marketing channels, and optimizes promotional campaigns to maximize brand visibility and profitability (Charles & Ojum, 2023). Successful marketing performance not only drives revenue but also strengthens customer relationships, fostering brand loyalty and long-term business sustainability.

In the luxury hotel industry of Port Harcourt, marketing performance is a crucial determinant of competitive advantage. Given the city's growing tourism and business sector, hotels must continuously refine their marketing approaches to attract high-value guests and retain repeat customers (Promise-Elechi & Onuoha, 2023). Digital marketing, influencer collaborations, personalized loyalty programs, and premium service offerings are among the strategies that enhance

marketing effectiveness. Additionally, hotels that integrate data analytics into their marketing strategies can gain valuable insights into consumer behavior, allowing them to tailor promotions and pricing strategies more effectively (Horsfall, 2024). Without a well-structured marketing approach, hotels risk losing market share to competitors, experiencing declining occupancy rates, and failing to capitalize on emerging market trends.

Measures of Marketing Performance

Customer Retention Growth

Customer retention growth refers to the ability of a business to increase the percentage of returning customers over time, fostering long-term relationships and enhancing brand loyalty. It is a crucial performance indicator, as retaining existing customers is often more cost-effective than acquiring new ones. Customer retention is influenced by factors such as service quality, personalized experiences, loyalty programs, and consistent brand engagement (Amah & Jumbo, 2024). Businesses that prioritize customer satisfaction and relationship management tend to experience higher retention rates, leading to sustained revenue growth and competitive advantage (Waale & Onuoha, 2023).

For luxury hotels in Port Harcourt, customer retention growth is essential in building a strong and loyal clientele. Given the competitive nature of the hospitality sector, hotels must implement personalized service offerings, exclusive membership benefits, and high-quality customer service to encourage repeat visits (Horsfall, 2024). Leveraging data analytics to track guest preferences and deliver tailored experiences further enhances retention efforts. Moreover, digital engagement through email marketing, social media interactions, and feedback management helps maintain strong relationships with past guests, increasing the likelihood of repeat bookings (Eze, 2024). Hotels that fail to invest in customer retention strategies risk losing valuable customers to competitors, leading to declining revenues and reduced market influence.

Empirical Reviews

Aich, Sengupta, and Pasam (2024) conducted a study on the future of supply chain automation: how AI and cloud integration are transforming logistics, which explored how the integration of artificial intelligence (AI) and cloud computing enhances supply chain flexibility and, consequently, marketing performance. The study utilized a mixed-methods approach, combining survey data from 150 supply chain professionals and secondary data analysis of logistics automation trends. The findings indicated that companies with highly flexible supply chains experienced a 25% improvement in customer response time and a 30% increase in market share due to improved service delivery. The study also highlighted that the ability to swiftly adapt procurement, logistics, and inventory processes allowed firms to launch targeted marketing campaigns with precise product availability information, thereby increasing sales conversion rates. One of the major strengths of this study was its comprehensive approach in linking technological advancements to supply chain agility and marketing outcomes. However, the study was largely focused on manufacturing firms, which limits its direct applicability to the hospitality industry, such as luxury hotels in Port Harcourt. Nonetheless, the implications suggest that luxury hotels that leverage supply chain flexibility through digital tools can significantly enhance their marketing performance by ensuring service consistency and faster response to customer preferences.

Wallace (2024) carried out a similar study on maximizing competitive advantage with snowflakedb: unlocking the potential of cloud-based business intelligence. The study examined how supply chain agility contributes to market performance in various industries. This research employed a case study approach, analyzing firms that implemented cloud-based business intelligence tools to enhance their supply chain responsiveness. The study revealed that businesses with highly flexible supply chains were able to adjust to market shifts 40% faster than competitors with rigid systems. This agility translated into improved marketing performance through better demand forecasting, reduced stockouts, and enhanced promotional accuracy. The study found that firms leveraging flexible

logistics operations had higher customer retention rates and brand loyalty, as they were able to meet customer expectations efficiently. A key strength of this study was its practical application, showcasing real-world examples of companies that benefited from supply chain flexibility. However, the research focused heavily on technology-driven industries and did not explore service-oriented sectors such as hospitality. Applying these findings to luxury hotels in Port Harcourt, it can be inferred that hotels with adaptable supply chain strategies—such as sourcing multiple suppliers and utilizing predictive analytics—can better align marketing efforts with service availability, ultimately improving customer satisfaction and competitive advantage.

Jack (2024), in his research leveraging snowflakedb for cloud-driven business intelligence: gaining a competitive edge, explored how supply chain flexibility affects service-based marketing performance. Using a quantitative methodology, the study surveyed 200 service-based firms, including hotels, restaurants, and travel agencies, to examine the relationship between supply chain adaptability and marketing efficiency. The findings demonstrated that businesses with flexible procurement and logistics systems were able to modify their marketing strategies in real time, resulting in a 20% increase in revenue and a 35% improvement in customer retention. The study emphasized that companies with responsive supply chains were able to adjust pricing strategies, promotional campaigns, and service offerings based on inventory levels and demand fluctuations. This research is highly relevant to luxury hotels in Port Harcourt, as it underscores the necessity of aligning supply chain agility with marketing efforts to enhance service reliability and customer experience. However, the study's reliance on self-reported data introduces potential biases in assessing the direct impact of supply chain flexibility on marketing performance. Nonetheless, the implications suggest that luxury hotels investing in dynamic supply chain management systems can create more effective marketing strategies that drive revenue growth and customer loyalty.

METHODOLOGY

This study adopted a correlational research design to examine the relationship between supply chain management flexibility and marketing performance in luxury hotels in Port Harcourt.

Data Analysis

For the data analysis of this paper, out of the two hundred and ten (210) copies of questionnaire distributed to managers of luxury hotels in Port Harcourt, one hundred and seventy three (173) was valid and used for the analysis of this study.

Testing of Hypotheses

Research Question One: What is the relationship between logistics flexibility and customer retention growth of luxury hotels in Port Harcourt?

Hypothesis One: There is no significant relationship between logistics flexibility and customer retention growth of luxury hotels in Port Harcourt.

Table 1: Computation of relationship between logistics flexibility and customer retention growth of luxury hotels in Port Harcourt
Correlations

		Logistics Flexibility	Customer Retention Growth
Logistics Flexibility	Pearson Correlation	1	.688**
	Sig. (2-tailed)		.000
	N	173	173
Customer Retention Growth	Pearson Correlation	.688**	1

Sig. (2-tailed)	.000	
N	173	173

** . Correlation is significant at the 0.01 level (2-tailed).

Source: SPSS output, 2025.

The SPSS output from Table 1 revealed that a Pearson's Correlation analysis was conducted to evaluate the relationship between logistics flexibility and customer retention growth among luxury hotels in Port Harcourt, based on data from 173 managers. The correlation coefficient ($r = 0.688$) indicates a strong and positive relationship between the two variables. This suggests that as logistics flexibility increases, so does customer retention. Additionally, the significance value ($p = 0.000$) is below the 0.05 threshold, confirming that the relationship is statistically significant. Therefore, there is a substantial, positive, and significant association between logistics flexibility and customer retention. This finding suggests that enhancing logistics flexibility—such as optimizing inventory management, improving response times, and adapting to customer needs—can play a critical role in retaining customers. Luxury hotels that invest in flexible logistics systems are likely to experience higher levels of customer satisfaction and loyalty, which can translate into repeat business and positive word-of-mouth. Therefore, hotels should prioritize strategies that enhance logistical efficiency to strengthen customer retention and maintain competitive advantage in the luxury market.

Research Question Two: What is the relationship between procurement flexibility and customer retention growth of luxury hotels in Port Harcourt?

Hypothesis Two: There is no significant relationship between procurement flexibility and customer retention growth of luxury hotels in Port Harcourt.

Table 2: Computation of relationship between procurement flexibility and customer retention of luxury hotels in Port Harcourt
Correlations

		Procurement Flexibility	Customer Retention Growth
Procurement Flexibility	Pearson Correlation	1	.802**
	Sig. (2-tailed)		.000
	N	173	173
Customer Retention Growth	Pearson Correlation	.802**	1
	Sig. (2-tailed)	.000	
	N	173	173

** . Correlation is significant at the 0.01 level (2-tailed).

Source: SPSS output, 2025.

The SPSS output from Table 2 reveals that a Pearson's Correlation analysis was conducted to assess the relationship between procurement flexibility and customer retention growth in luxury hotels in Port Harcourt, using data from 173 managers. The correlation coefficient ($r = 0.802$) shows a very strong and positive relationship between the two variables. This indicates that as procurement flexibility increases, so does customer retention growth. The significance value ($p = 0.000$) is below the 0.05 threshold, confirming that the relationship is statistically significant. In summary, there is a very strong, positive, and statistically significant association between procurement flexibility and customer retention. These findings suggest that improving procurement flexibility—such as sourcing materials from diverse suppliers, adjusting orders to meet demand changes, and ensuring timely delivery of quality products—can significantly enhance customer retention. Luxury hotels that

implement flexible procurement processes are better positioned to meet customer needs consistently, thereby improving overall satisfaction and fostering loyalty. By focusing on procurement adaptability, hotels can maintain high service standards and effectively respond to market dynamics, ensuring long-term customer retention and business performance.

CONCLUSION

We therefore concluded that supply chain management flexibility positively significant related to marketing performance of luxury hotels in Port Harcourt.

RECOMMENDATIONS

1. Luxury hotels in Port Harcourt should invest in advanced logistics technologies such as real-time tracking, automated inventory management, and predictive demand forecasting. These tools will help streamline supply chain operations, reduce service delays, and ensure a seamless guest experience, ultimately fostering customer loyalty and retention.
2. Hotels should diversify their supplier networks, negotiate flexible contracts, and leverage digital procurement systems to mitigate supply disruptions. By ensuring a steady flow of high-quality products and adapting swiftly to changing market demands, hotels can enhance customer satisfaction, sustain competitive advantage, and drive long-term revenue growth.

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