ISSN: 5062 – 5442
Volume 11, Number 2, 2026
International Journal of Management and Entrepreneurship Research

ENTREPRENEURIAL MARKET FOCUS AND VENTURE WELL-BEING OF HOTELS IN PORT HARCOURT

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Abstract
This study examined the relationship between Entrepreneurial Market Focus And The Venture Well-Being of Hotels in Port Harcourt, Nigeria. Specifically, it investigated how two dimensions of market focus—opportunity focus and customer focus relate with Venture Well-Being of hotels. Guided by the Resource-Based View (RBV) theory, the study adopted a quantitative survey design. Data were collected from 74 hotel operators and managers in 30 hotels using structured questionnaire and analyzed using Pearson Product Moment Correlation (PPMC). The findings revealed a strong and statistically significant positive relationship between opportunity focus and venture well-being ($r = 0.723$, $p < 0.01$), and a moderate but significant relationship between customer focus and venture well-being ($r = 0.478$, $p < 0.01$). These results suggest that hotels that actively seek market opportunities and maintain a customer centric orientation are more likely to experience long-term success, adaptability, and stakeholder satisfaction. The study concluded that integrating opportunity-seeking behavior with strong customer engagement is essential for achieving and sustaining venture well-being in the competitive hospitality sector. Furthermore, the study recommended that hotels should institutionalize opportunity scanning mechanisms such as regular market trend analysis, competitor intelligence systems, and customer feedback loops to proactively identify new service areas, customer segments, and business models.

Keywords: ***Entrepreneurial market focus, opportunity focus, customer focus, venture wellbeing.***

INTRODUCTION
In today's highly dynamic and customer-centric global economy, entrepreneurial market focus has become a critical ingredient for venture success and sustainability, especially within service- driven sectors such as hospitality. The hospitality industry, which includes hotels, has witnessed increased pressure to innovate, tailor services, and pursue differentiated market orientations to remain competitive and ensure long-term well-being. Globally, this drive has been characterized by a shift toward more entrepreneurial practices that emphasize customer-centricity, proactiveness in seizing market opportunities, and responsiveness to changing consumer preferences (Badulescu et al., 2024; Peters et ah, 2019).

Venture well-being, the dependent variable in this study, refers to the overall health, sustainability, and profitability of an enterprise. In the context of the hotel industry, venture wellbeing is indicated by sustainable business growth, employee and customer satisfaction, and the ability to withstand competitive pressures (Ryff, 2019). Researchers like Hahn et al. (2012) argue that entrepreneurial ventures thrive not only on profitability' but also on emotional, cognitive, and operational dimensions of well-being, especially in highly personalized service contexts like hospitality. Venture well-being ensures that a firm maintains a balance between economic output and stakeholder satisfaction—key to achieving business resilience.
On the other hand, entrepreneurial market focus, the independent variable, encapsulates two vital components: opportunity focus and customer focus. Opportunity focus refers to an entrepreneur's ability to recognize and act upon unexploited or emerging market possibilities. It drives innovation and the creation of new offerings to satisfy unmet needs (Lantai et al., 2024). Meanwhile, customer focus involves aligning a firm's strategy with the preferences, expectations, and feedback of its clientele to improve service delivery and customer satisfaction (Shulga et al., 2021). Both aspects are

intertwined, with entrepreneurs who actively monitor customer signals and environmental changes better positioned to seize opportunities and enhance venture outcomes (Xiang et al., 2025).

Empirical research has confirmed a strong nexus between entrepreneurial market focus and venture well-being. For instance, Badulescu et al. (2024) found that opportunity-driven hospitality entrepreneurs reported higher levels of business growth, innovation output, and customer satisfaction. Similarly, Chua et al. (2016) demonstrated that customer-oriented hotels that emphasized personalized service design experienced enhanced customer loyalty, repeat patronage, and higher financial returns. Thus, proactive entrepreneurial orientation in market targeting appears to significantly elevate venture performance.

The motivation for the present study stems from the growing competitiveness in the hotel sector in Port Harcourt, Nigeria, where SMEs often struggle to maintain customer loyalty, adapt to new market trends, and translate entrepreneurial efforts into sustainable growth. While previous studies have emphasized entrepreneurial orientation broadly, few have focused on how market- specific entrepreneurial competencies (customer and opportunity focus) influence hotel venture well-being in an emerging economy context. This study thus aims to bridge this contextual and theoretical gap by exploring these constructs in the Port Harcourt hospitality scene.

Statement of the Problem
In the dynamic hospitality industry[7] of Port Harcourt, Nigeria, there has been a growing concern over the inconsistent performance and limited sustainability of hotel ventures. Despite the proliferation of luxury and mid-scale hotels in the city, many of these businesses struggle with maintaining operational continuity, customer loyalty, and consistent growth. What arouses curiosity is the fact that, while there is a rising demand for hospitality sen ices driven by business travel, tourism, and urban migration, only a few hotels seem to enjoy long-term venture wellbeing. The disparity between opportunity and actual business health among hotel ventures necessitates a closer examination of the underlying entrepreneurial and market-facing strategies driving—or hindering—performance.

This situation is largely happening due to a weak adoption of entrepreneurial market focus—particularly a poor alignment with evolving customer preferences and a lack of proactive opportunity exploitation. Many hotels in Port Harcourt are reactive rather than proactive, often failing to identify emerging customer needs or reposition their service offerings accordingly. Additionally, limited market research capacities, reliance on traditional business models, and fragmented customer engagement strategies hinder the ability of these hotels to establish sustainable competitive advantages. Consequently, firms experience high customer chum rates, stunted growth trajectories, and low repeat patronage—indicators of poor venture well-being in a highly competitive market.
Efforts to address these issues have included investments in digital booking platforms, periodic staff training, and customer feedback systems. However, these steps are often disjointed and not integrated within a broader entrepreneurial orientation framework. There is a significant gap in applying focused market strategies that integrate opportunity sensing and deep customer understanding to improve long-term performance outcomes. This study, therefore, focuses on evaluating how entrepreneurial market focus—defined by opportunity focus and customer focus—relates to the venture well-being of hotels in Port Harcourt. It aims to identify actionable insights that can inform strategy, improve customer engagement, and enhance overall business resilience in the hospitality sector.

Aim and Objectives of Study
The main aim of this study is to examine the relationship between entrepreneurial market focus and venture well-being of hotels in Port Harcourt. The specific objectives of this study were to:

i. assess the relationship between opportunity focus and venture well-being of hotel firms in Port Harcourt.
ii. ascertain the relationship between customer focus and venture well-being of hotels in Port Harcourt.

Research Questions

The following research questions were answered:

i. How does opportunity focus relate with venture well-being of hotels in Port Harcourt?
ii. How does customer focus relate with venture well-being of hotels in Port Harcourt?

Research Hypotheses

The following hypotheses were formulated to guide this study:

Ho1: There is no significant relationship between opportunity focus and venture well-being of hotels in Port Harcourt.

H02: There is no significant relationship between customer focus and venture well-being of hotels in Port Harcourt.

Review of Related Literature

Concept of Entrepreneurial Market Focus

Entrepreneurial market focus is a strategic orientation that emphasizes the proactive identification and pursuit of market opportunities while maintaining a deep, ongoing commitment to understanding and satisfying customer needs. It is an integral subset of entrepreneurial orientation and combines two essential pillars: opportunity focus and customer focus (Atuahene-Gima & Ko, 2001; Morris et ah, 2002). Entrepreneurial market focus enables businesses—particularly in dynamic and customer-intensive industries like hospitality—to simultaneously anticipate market shifts and respond to them with tailored value offerings that ensure competitive advantage and long-term venture health.

At the core of entrepreneurial market focus is opportunity focus, which refers to a firm's ability to scan, sense, and seize market opportunities before they are exploited by competitors. Shane and Venkataraman (2000) argue that opportunity recognition is a defining trait of entrepreneurship, and in the context of market focus, it involves interpreting unmet or emerging customer needs as commercial potential. For hotels, this may involve identifying niche demand for eco-tourism, health-conscious accommodations, or digital self-service options—areas where agility in opportunity capture can set one firm apart from another. Complementing this is customer focus, defined as the extent to which a business continuously engages with, learns from, and adapts to the expectations and feedback of its target clientele. Narver and Slater (1990) emphasize that customer orientation is central to achieving customer satisfaction, loyalty, and lifetime value. In an entrepreneurial context, customer focus implies not just reacting to demand but actively co-creating value with customers. For hotel ventures, this might include personalized guest experiences, responsive feedback mechanisms, and culturally attuned service delivery—all driven by insight and empathy.

The synergy between opportunity focus and customer focus results in a strategic alignment that equips entrepreneurial ventures to build sustainable competitive advantage. According to Zhou, Yim, and Tse (2005), firms that successfully align their opportunity exploration with deep customer understanding tend to outperform others in turbulent environments. This alignment fosters innovation, customer loyalty, and operational responsiveness—key drivers of venture well-being and sustainability. Several empirical studies support this integrated view. For instance, Badulescu et al. (2024) showed that hospitality firms that maintained both opportunity vigilance and strong customer-centricity were more adaptable to post-COVID changes and recorded better business performance. Similarly, Shulga et al. 2021) found that entrepreneurial market focus enhanced brand equity, guest satisfaction, and revenue stability in the tourism and lodging sectors.

Opportunity Focus

The concept of opportunity focus represents the strategic behavior of entrepreneurs in identifying, evaluating, and acting on potential business openings before competitors do. In the hospitality industry, this trait is especially crucial due to the rapid changes in consumer preferences and tourism dynamics. According to Nyikana and Sigxashe (2017), hotels that harness local cultural,

environmental, or community-driven opportunities enhance both their competitiveness and the well-being of their ventures, defined by customer satisfaction, sustainability, and profitability. The authors contend that identifying niche opportunities like cultural tourism and eco-lodging initiatives can lead to long-term success, emphasizing the strategic foresight embedded in opportunity-focused leadership. A study by Xiang et al. (2025) examined how imprinting and early entrepreneurial experiences influence the well-being of Gen Z hotel employees. Their findings, indirectly support the premise that opportunity-focused environments—ones that are innovative, adaptive, and future-oriented—improve venture performance through elevated staff morale, employee retention, and service innovation. The study highlights that firms focused on opportunity cultivation develop psychological safety and resource alignment, thus creating healthier internal climates for growth.
Badulescu et al. (2024) examined business opportunities within spa and health tourism and revealed that hotel ventures which strategically invested in these rising trends enjoyed significant boosts in local economic well-being and firm performance. The qualitative research underscored that opportunity-seeking behavior aligns with customer demand for wellness services, which translates into venture longevity and stakeholder satisfaction. Moreover, Hayat and Afshari (2022) explored corporate social responsibility and well-being in hospitality, demonstrating that firms that proactively seek social investment opportunities tend to report stronger job satisfaction and firm-level well-being. This suggests a direct empirical pathway from opportunity-seeking to organizational outcomes. The researchers recommend that firms integrate social and environmental opportunities into their strategic orientation for sustained venture viability. Finally, Sun et al. (2021) emphasized the mediating role of organizational-based self-esteem between idiosyncratic deals and well-being in hotels. Here, opportunity focus—as a driver of personalized talent development—was found to positively correlate with occupational well-being and, by extension, venture performance. These studies cumulatively suggest that opportunity focus plays a pivotal role in enhancing venture well-being in hospitality enterprises.

Customer Focus
Customer focus, a core component of entrepreneurial orientation, refers to an organization's commitment to understanding and satisfying customer needs better than its competitors. In the hotel industry, this orientation is often operationalized through customized sendee offerings, personalization, and responsiveness. Peters et al. (2019) found that hospitality entrepreneurs who prioritize quality of life for both customers and themselves often achieve a symbiotic relationship that fosters both customer loyalty and business growth—clear indicators of venture well-being.
A comprehensive study by Shulga, Busser, and Bai (2021) confirmed that competitive service advantages driven by customer-centric strategies mediate the relationship between customer trust, and hospitality business models. This finding emphasizes that customer-focused strategies, such as personalized experiences and responsive complaint resolution, significantly improve customer perceptions and outcomes, which in turn elevate overall venture health. In an empirical evaluation of refugee entrepreneurs in tourism, Cifci and Cetin (2024) concluded that customercentric initiatives—such as culturally tailored service delivery—played a vital role in enhancing the business outcomes o£ hospitality firms. The study found that a deep understanding of customer needs, preferences, and sensitivities boosts business visibility, word-of-mouth referrals, and operational stability, all of which contribute to venture well-being. Furthermore, Chong and Malakhova (2025) investigated resilience strategies in the Malaysian hotel industry postpandemic. Their findings suggest that customer engagement via empathetic communication and service personalization played a crucial role in post-crisis recovery and long-term stability. By focusing on guest satisfaction and safety, these hotels experienced sustained occupancy rates and improved employee retention—key facets of venture well-being.

Lastly, Song and Li (2021) found that a customer-oriented approach in talent management and guest experience design is significantly linked to employee self-esteem and customer delight, both predictors of organizational vitality. Their findings provide a robust empirical basis for asserting that customer focus is not just a marketing tactic but a strategic anchor for sustaining venture health in the hospitality domain.

Concept of Venture Well-Being

Venture well-being is a multidimensional concept that refers to the overall health, sustainability, and long-term viability of a business or entrepreneurial venture. It goes beyond traditional measures of business success such as profit and revenue to include emotional, operational, social, and psychological elements that contribute to a firm's enduring capacity to thrive (Ryff, 2019; Hahn et ah, 2012). In essence, venture well-being encompasses both financial performance and the internal conditions that enable a business to adapt, grow, and maintain a positive relationship with its stakeholders. Scholars have approached the concept from varying perspectives. Ryff (2019) introduced a psychological lens by connecting the notion of well-being in organizations to eudaimonic principles—meaning, purpose, and fulfillment. In this context, a venture's wellbeing is linked to the well-being of its founders and employees, suggesting that when individuals flourish, so does the business. This view is especially important in people-intensive industries like hospitality, where service quality and customer satisfaction are deeply tied to employee morale and motivation.

From a strategic management perspective, Hahn et al. (2012) defined venture well-being as the firm's ability to maintain strategic clarity, resource sufficiency, and relational harmony across its ecosystem. This includes internal factors like role clarity, team cohesion, and work satisfaction, as well as external markers such as brand reputation, customer loyalty, and adaptability to market change. Thus, venture well-being reflects a balanced state where both economic and noneconomic goals are achieved over time. Stephan (2018) emphasized that entrepreneurs' subjective well-being—defined by their autonomy, purpose, and job satisfaction—feeds back into business performance, influencing innovation, persistence, and leadership quality. When entrepreneurs are burned out, overworked, or disconnected from their business mission, the venture's overall health suffers, even if short-term profits appear healthy. Empirical studies in the hospitality sector have increasingly adopted venture well-being as a performance construct. Peters et al. (2019) suggest that hotel ventures that focus on staff development, opportunity responsiveness, and customer experience tend to perform better not only in financial terms but also in resilience, adaptability, and reputation. This holistic approach has been encouraged in response to rising industry volatility, economic uncertainties, and the need for sustainable entrepreneurship.

Theoretical Review

The study **is** anchored on Resource-Based View (RBV)

The Resource-Based View which was first coined by Birger Wemerfelt in 1984. The theory describes a firm as a unique bundle of tangible and intangible resources (assets, capabilities, competencies, organizational processes, firm attributes, information and knowledge and so forth) that are controlled by the firm (Barney, 1991). The resource-based view (RBV) is founded on the idea that a firm's internal resources, rather than its external positioning, are the basis of its performance and competitive advantage.

These resources enable a firm to implement strategies designed to improve its efficiency and effectiveness (Barney, 1991). The resource-based view suggests that valuable firm resources are usually scarce, imperfectly imitable and lacking in direct substitutes. A firm's resource must have four attributes: it must be valuable; it must be rare among a firm's current and prospective competition; it must be imperfectly imitable, and it cannot be substituted for strategically equivalent resource (Barney, 1991).

This theory is relevant to the study because Resource-Based View theory is anchored on the notion that organizations can have the competitive advantage through the development of resources that are peculiar and diversely distributed (Aliyu & Mahmoud, 2014). It holds much promise as a framework for understanding strategic marketing issues; EO is unique to the firm, as such a source of enhanced performance and sustainable competitive advantage.

Empirical Review

Otika et al (2019). Entrepreneurial marketing practices and competitive advantage of small and medium size enterprises in Enugu State. The study applied descriptive research design with the aid of survey method .in obtaining the data needed. The sample size of the study was 356 owners/managers of small and medium-sized enterprise in Enugu state. Descriptive Statistics and multiple regressions Analytical tool were used to analyze the data. Findings reveal that proactiveness has no significant relationship with competitive advantage. Opportunity focus has statistically significant relationship with competitive advantage. Risk- taking has no significant relationship with competitive advantage. Innovativeness has statistical significance relationship with competitive advantage. Customer intensity has no statistical significance relationship with competitive advantage; resource leveraging has no statistical significant relationship with competitive advantage. Value creation has significant relationship with competitive advantage.

Mohammed and Rusinah (2017) in their study, the impact of entrepreneurial orientation on competitive advantage moderated by financing support in SMEs in Iraq. The study adopted a quantitative approach using survey instruments. The used sample size of 680 from a total manager population in 3526 SMEs working in Kurdistan Region Government (KRG) in Iraq. The total number of usable questionnaires was 580. Structural equation modeling was employed to examine the relationship between the variables. The statistical result showed that entrepreneurial orientations significantly influenced on CMA. The results also highlight that FNC had a moderated role in the relationship between entrepreneurial orientation and CMA in SMEs in Iraqi KRG.

Mugambi and Karugu (2017) conducted a study on effect of entrepreneurial marketing on performance of real estate enterprises: a case of Opriven limited in Nairobi, Kenya. Descriptive research design was used. The population size of the stud} was 522 clients while the sample size was 227. Primary source of data was used for the survey. The instrument was the questionnaire. Correlation and regression analysis were the statistical tools used. The findings of the study showed that strategic orientation, opportunity focus orientation, market orientation and resource leverage significantly affect the performance of Optiven real estate in Nairobi, Kenya.

Nwekeala and Ugwuonah, (2022). examined the relationship between Entrepreneurial Marketing Opportunity Focus and Corporate Competitiveness of Eateries in Port Harcourt. The correlation survey research was adopted; the population of the study consists of 39 eateries gotten from www.businesslist.com.ng. The population of the study was adopted as the sample size of the study since it is not too large. To generate data for the study, one hundred and ninety- five (195) copies of questionnaire was given to the 39 eateries in the frame of five (5) copies per firm. A total of one hundred and ninety-five (195) respondents were used as the study subjects. Both primary and secondary data sources where used in this study. The reliability of the instrument was determined using the Cronbach's alpha test instrument with the aid of Statistical Package for Social Sciences (SPSS) version 23 and it stood at 0.98 higher than the benchmark of 0.7. The data that was collected through the questionnaire where analyzed using descriptive and inferential statistics. Spearman Rank Order Correlation was adopted to test the various hypotheses formulated. The findings revealed that searching for opportunity - showed a positive and significant relationship with customer satisfaction of eateries in Port Harcourt, opportunity recognition* also showed a positive and significant relationship with customer satisfaction of eateries in Port Harcourt. The study concluded that eateries in Port Harcourt should leverage on search for opportunity and opportunity recognition. In line with the conclusion and findings of the study, the study recommends that: Eateries in Port Harcourt should search for opportunity within the environment. This will enable them to have competitive advantage and also, eateries in Port Harcourt should recognize untapped opportunities as they appear in order to have competitive advantage.

Methodology

This study adopted the positivism research philosophy. This study adopted the correlational survey research. Correlation survey research is a non-experimental research in which the researcher measures two variables and assesses the statistical relationship between them with little or no effort to control extraneous variables. The population of this study consists of thirty (30) hotels in Port Harcourt. To generate data for the study, copies of the questionnaire were distributed in the frame

ISSN: 5062 – 5442
Volume 11, Number 2, 2026
International Journal of Management and Entrepreneurship Research

of three (3) copies per firm. A total of ninety (90) copies of the questionnaire were distributed for the study. Data for this research study was from primary source. The primary data was collected through the administration of questionnaire. The Pearson Product Moment Correlation (PPMC) was used in testing the hypotheses and the analysis was conducted with the aid of the Statistical Package for Social Sciences (SPSS) version 23.0.

Data Presentation
Here, the data collected in the questionnaire were presented in tables and interpreted. A total of ninety (90) copies of the instrument were issued to the managerial staff of the 30 hotels in Port Harcourt. The questionnaire administration and the collection rate are shown in table 4.1 below:

Table 1: Questionnaire Administration and Collection

Distributed	Retrieved	Useful	*Not* Useful
90	77	74	3

Source: Survey Data, 2026.

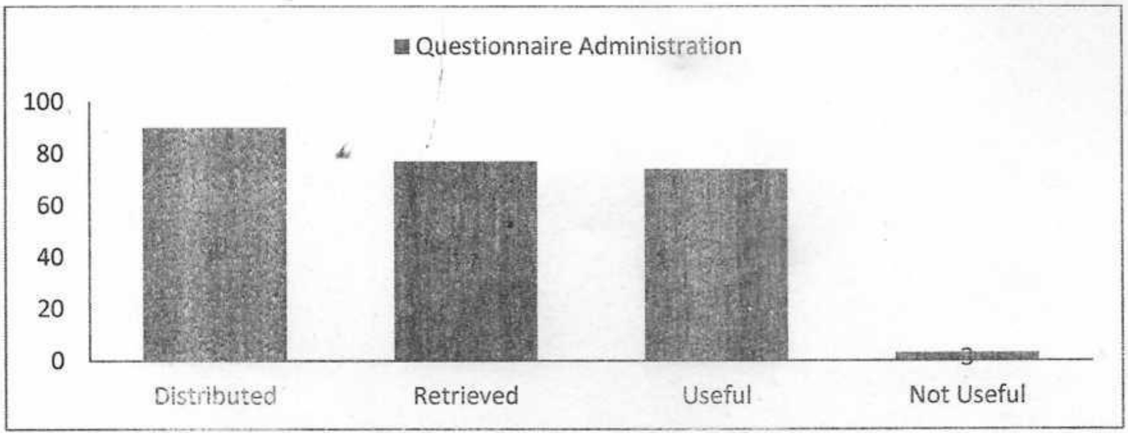

Table 1 and Figure 1 contain the number of questionnaire administered to the respondents (managerial staff) of hotels in Po/t Harcourt and their collection rate. Out of the 90 copies of questionnaire administered to the respondents, 77 copies were retrieved, 74 copies were useful and 3 copies were not useful.

Data Analysis and Results
The data collected from the respondents were analyzed in this section. In analyzing the data collected, the researcher focuses on the demographic, univariate, bivariate and multivariate analyses. The results of the analysis carried out were used to provide answers to the research questions and hypotheses.

Demographic Analysis
The demographic analysis covers the respondents' sex marital status, age, length in service, managerial status and educational qualification. The demographic variables of the respondents are presented in tables and analyzed accordingly.

Table 2: Sex of the Respondents

Sex	**Frequency**	**Percentage**
Male	40	54%
Female	34	46%

Total	74	100%

Source: Field Survey, 2026.

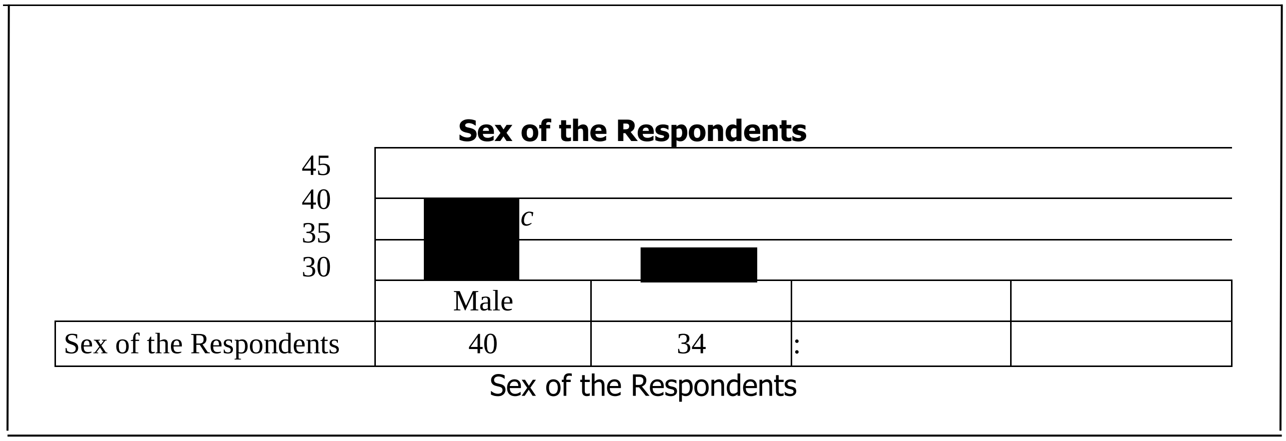

Table 2 and fig.2 shows the sex of the respondents who completed and returned the questionnaires. From the table, it is observed that out of the 74 male and female managerial staff that completed and returned the questionnaire, 40 of them were male representing 54% of the respondents while 34 of them were female representing 46% of the respondents.

Hypothesis 1

Ho_1: There is no significant relationship between opportunity focus and venture well-being of hotels in Port Harcourt.

Table 3: Result of bivariate analysis between opportunity focus and venture well-being of hotels in Port Harcourt

			Opportunity focus	Venture wellbeing
Pearson Correlation (r)	Opportunity focus	Correlation Coefficient	1.000	.723**
		Sig. (2 tailed)		.001
		N	74	74
	Venture well-being	Correlation Coefficient	.723**	1.000
		Sig. (2 tailed)	.001	
		N	74	74

***Correlation is significant at 0.01 levels (2 tailed)*
**Correlation is significant at 0.05 levels (2 tailed)*

Source; SPSS-generated Output

Table 3 shows the result of bivariate analysis carried out between opportunity focus and venture well-being of hotels in Port Harcourt. The result indicates that Opportunity focus has a strong positive correlation with venture well-being of hotels in Port Harcourt (r = .723**) and this correlation is significant at 0.01 level as indicated by the symbol **. As a result of this, we then reject the null hypothesis (Hoi) and accept the alternate hypothesis which states that there is strong positive and significant relationship between opportunity focus and venture well-being of hotels in Port Harcourt.

Hypothesis 2

H02: There is no significant relationship between customer focus and venture well-being of hotels in Port Harcourt.

Table 4: Result of bivariate analysis between Customer focus and venture well-being of hotels in Port Harcourt.

			Customer focus	Venture wellbeing
Pearson Correlation (r)	Customer focus	Correlation Coefficient	1.000	.478**
		Sig. (2 tailed)		.001
		N	74	74
	Venture well-being	Correlation Coefficient	.478**	1.000
		Sig. (2 tailed)	.001	
		N	74	74

***Correlation is significant at 0.01 levels (2 tailed)*
**Correlation is significant at 0.05 levels (2 tailed)*
Source: *SPSS-generated Output*

Table 5 contains the result of bivariate analysis carried out between customer focus and venture well-being of hotels in Port Harcourt. The result indicates that customer focus is moderately and positively correlated with venture well-being of hotels in Port Harcourt (r = .478**) and this correlation is significant at 0.01 level as indicated by the symbol **. Consequently, the null hypothesis (H02) is rejected and the alternate hypothesis is accepted. This means that we then accept that there is moderate positive and significant relationship between customer focus and venture well-being of hotels in Port Harcourt.

Summary of Findings

The study empirically investigated the relationship between entrepreneurial market focus (specifically opportunity focus and customer focus) and venture well-being of hotel businesses in Port Harcourt. Using Pearson Product Moment Correlation (PPMC) with 74 valid responses:

i. Opportunity Focus showed a strong, positive, and statistically significant relationship with Venture Well-Being (r = 0.723**, p = 0.001).
ii. Customer Focus showed a moderate, positive, and statistically significant relationship with Venture Well-Being (r = 0.478**, p = 0.001).

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Discussion of Findings

Opportunity Focus and Venture Well-Being

The correlation coefficient of r = 0.723 confirms a strong positive relationship between opportunity focus and venture well-being. This indicates that hotels which actively seek, recognize, and act on emerging market opportunities experience better growth, adaptability, and stakeholder satisfaction. This is consistent with the assertions by Badulescu et al. (2024) and Xiang et al. (2025), who found that proactive opportunity-driven hospitality entrepreneurs were more adaptable and recorded higher levels of customer satisfaction and revenue stability. Moreover, Nyikana and Sigxashe (2017) emphasized that recognizing niche opportunities such as eco-tourism, digital hospitality solutions, or wellness services directly contributes to long-term success. This is especially relevant in the Port Harcourt context, where competition and customer preferences are rapidly evolving. The ability to anticipate trends, pivot services, and strategically reposition offerings enhances a hotel's resilience and business performance.

Customer Focus and Venture Well-Being

The correlation between customer focus and venture well-being (r = 0.478) suggests a moderate yet significant relationship, affirming that personalized service delivery, responsive feedback mechanisms, and customer-centric strategies are critical but not solely sufficient for sustainable venture performance. This aligns with Narver and Slater’s (1990) foundational theory that customer orientation fosters satisfaction and loyalty, which are precursors to long-term venture health. Similarly, Shulga et al. (2021) and Peters et al. (2019) demonstrated that hospitality ventures which adopt service personalization and quality improvement tend to achieve better customer loyalty and operational stability. However, the moderate strength of this relationship also highlights that customer focus alone may not yield high performance unless combined with opportunity vigilance. This confirms Zhou et al. (2005) who argued that the synergy of opportunity and customer orientation drives the highest performance outcomes, especially in turbulent service sectors like hospitality.

Conclusion

This study concludes that entrepreneurial market focus—particularly opportunity focus and customer focus—plays a significant-role in enhancing the venture well-being of hotels in Port Harcourt. Hotels that proactively identify and leverage market opportunities tend to experience stronger business growth, greater adaptability, and sustained stakeholder satisfaction. Additionally, customer-focused strategies contribute positively to loyalty, guest satisfaction, and service innovation, though to a lesser extent than opportunity focus alone. These findings underscore the importance of integrating both strategic foresight and customer insight to navigate the challenges of the dynamic hospitality industry. Therefore, fostering a dual orientation toward market opportunities and client engagement is essential for achieving long-term venture health and competitive advantage.

Recommendations

i. Hotels should institutionalize opportunity scanning mechanisms such as regular market trend analysis, competitor intelligence systems, and customer feedback loops to proactively identify new service areas, customer segments, and business models.
ii. Hotel managers should invest in service personalization and experience mapping, ensuring that offerings are tailored to diverse customer preferences. This may include personalized room services, loyalty rewards, and real-time guest communication platforms.
iii. Strategic training programs on entrepreneurial market focus should be introduced, equipping managers with competencies in both opportunity recognition and customer relationship management to integrate both orientations into core business processes.

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