

**COMPETITIVE STRATEGY AND MARKETING PERFORMANCE OF NIKE LAKE
RESORT HOTEL ENUGU, NIGERIA**

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Abstract

This study examined the effect of competitive strategy on marketing performance of Nike Lake Resort hotel Enugu, using technology-driven strategy, service excellence and location-based strategy to represent competitive strategy. The study adopted a descriptive research design. The population of the study consisted 165 staff of Nike Lake Resort hotel Enugu, comprising marketing manager, general manager and senior administrative staff. A sample size of 124 was drawn from the population using Taro Yamane's formula. A structured questionnaire whose validity and reliability was determined through expert review panel and Cronbach's Alpha was used to collect primary data. Linear regression analysis was used to test the effect of dimensions of competitive strategy on marketing performance. The results of the analyses showed that competitive strategy have significant effect on marketing performance of Nike Lake Resort hotel Enugu. Thus, the study concluded that marketing performance of Nike Lake Resort hotel Enugu largely depend on the implementation of competitive strategy grounded in data, customer insights and continuous improvement. The study recommends that Nike Lake Resort hotel Enugu should organize exclusive events like music festivals and cultural exhibitions to attract foreign and local guests; and introduce smart rooms with keyless entry, automated lighting, and personalized guest preferences.

Keywords: Competitive strategy, location-based strategy, marketing performance service excellence, technology-driven strategy

Introduction

Competition is an element of the economic environment, and holds strategic importance for marketers. In conventional economic characterization, degree of competition is measured on a continuum ranging from perfect competition to pure monopoly, with intermediate states such as imperfect or monopolistic competition, oligopoly and duopoly. From a practical standpoint, keen competition manifests in the presence of a large number of companies offering the same, similar or substitute products; excess of supply over demand, proliferation of brands and highly competitive advertising and other promotional outlays (Obeke & Abugu, 2021).

To a very large extent, a firm's marketing mix is a reflection of their perception of level of competition. In the face of keen competition, product modifications and improvements may be effected, prices may be adjusted, promotional outlays may be raised and more aggressive distribution policies pursued (Achumie, 2024). Nigeria has witnessed increased advertising wars in various industries such as hotels, restaurants, beer, battery, toiletries and soft drinks industries as they become more competitive.

The hospitality industry plays a pivotal role in the economic development of regions by driving tourism, generating employment and contributing significantly to service sector growth (Adeniran et al., 2024). In Nigeria, particularly in Enugu State, the hospitality sector has experienced notable expansion due to increased urbanization, investment in tourism, and a growing middle class. However, the industry also faces stiff competition, economic uncertainties and fluctuating customer preferences, which necessitate the adoption of effective competitive strategies to sustain market relevance and improve performance.

The increasing competition in the hospitality industry in Enugu State stems from the rising number of hotels, guest houses, and alternative accommodations; and has resulted in subpar performance of some hotels despite the industry's growth potential. Many hotels in Enugu State struggle to achieve consistent

customer retention, profitability and market performance indices (Efanga, 2023). Several factors may contribute to this issue, including lack of differentiation, high operational costs and sustainability concerns, limited adoption of technology and underutilization of strategic partnerships.

While prior studies have explored antecedents to marketing performance in Nigeria's hospitality industry, there is limited research on the specific impact of competitive strategy on marketing performance of hotels in Enugu State. This study therefore, sought to contribute to knowledge by evaluating competitive strategy influence to marketing performance of hotels in Enugu State. The study focused on technology-driven, service excellence and location-based strategy as dimensions of competitive strategy. The study was guided by the following null hypotheses:

Ho₁: Technology-driven strategy has no significant effect on marketing performance of Nike Lake Resort hotel Enugu.

Ho₂: Service-excellence has no significant effect on marketing performance of Nike Lake Resort hotel Enugu.

Ho₃: Location-based strategy has no significant effect on marketing performance of Nike Lake Resort hotel Enugu.

Literature Review

Concept of competitive strategy

Competitive strategy refers to actions a business takes to gain advantage over rivals in a market. It is about how a company competes - how it delivers value to customers in a way that is distinct from competitors (Adekoya et al., 2024). The idea of strategy is premised on the principle of competitive exclusion which suggests that no two species can coexist for long if they get their sustenance from the source (Ateke & Nwokah, 2022). This means that where two or more species compete for essential resources, sooner or later, one will seek to overcome the others. This also imply that as competition among entities for common resources intensify, ways of achieving competitive advantage becomes important; as each must develop a unique feature that provides it with a unique advantage (Ateke & Nwokah, 2022).

Firms have a wide array of strategy from which to make a choice, even though most of these are drawn from Michael Porters's Generic strategies and other strategic model (Adeniran et al., 2022). Some of these strategy are cost leadership, differentiation, focus, innovation, operational, technology-driven strategy, service excellence strategy, and location-based strategy. In this study we focus on technology-driven strategy, service excellence, and location-based strategy.

Technology-driven strategy is anchored on using digital transformation and smart technology to gain competitive edge (Adeniran et al., 2024). It is a strategy focused on online presence, developing user-friendly websites with seamless booking capabilities and active social media engagement to reach a broader audience. Technology-driven strategy uses smart amenities which integrate modern technologies like high-speed internet, smart room controls, and mobile check-ins to enhance guest convenience and satisfaction.

Service excellence is a strategy hinged on providing outstanding customer service to enhance guest satisfaction and loyalty (Achumie et al., 2024). Service excellence focuses on guest feedback and loyalty programmes. Establishing robust feedback mechanisms to continually assess and improve service quality, and to ensure that guest expectations are met or exceeded. Service-excellence also involve introducing reward programmes that offer returning guests benefits such as discounts, complimentary services or personalized experiences to encourage repeat business.

Location-based strategy leverage geographical locations to attract specific travelers. It focuses on local attractions by leveraging a hotel's proximity to key attractions in Enugu by offering guided tours, transportation services, or informational resources to guests (Achumie et al., 2024). This strategy also utilizes available spaces to host events (conferences and cultural festivals) to increase the hotel's visibility and attract diverse clientele.

Marketing performance

Marketing performance is a measure of how well, marketing activities produce desired marketing goals. It is the alignment between marketing goals and actual results, and is measured using key performance indicators (KPIs), including return on investment, cost per sale and cost per lead, conversion rate and customer lifetime value (Okechukwu, 2022). But these marketing metrics are not the only elements to consider when evaluating marketing performance.

To be successful, the firm must focus on planning future marketing activities using predictive analytics to determine the best activities to undertake. This is often referred to as marketing performance management, and the planning and strategizing activities are typically undertaken by marketing executives. Secondly, marketers must successfully execute marketing activities. While routine marketing tasks are typically undertaken by lower-level marketers, marketing executives focus on marketing planning and strategy making (Efanga, 2023). Marketing project managers on the other hand, focus on respective tasks and activities needed to execute prioritized initiatives.

The planning and execution of marketing activities occur simultaneously and come together under the umbrella label of marketing performance (Okechukwu, 2022). No matter what role one plays on a marketing team, one needs to access marketing analytics to determine whether KPIs are met. In addition, marketing performance must be measured at regularly. Marketing performance assessment is typically carried out annually before the creation of the upcoming annual budget and at the end of each campaign to determine their efficiency and effectiveness (Adeniran, 2024). This allows marketing performance managers to ensure that adjustments are made to future marketing plans to capitalize on past performance.

Methodology

This action research adopted a descriptive research design. The population comprised marketing managers, general managers and senior administrative staff of Nike Lake Resort Hotel Enugu, which total 165 (Vanguard News of January, 2025, p.13). A sample size of 124 was drawn from the population using Taro Yamane's formula.

$$n = \frac{N}{1 + N(e^2)}$$

Where:

n = sample size

N = Total population

e = error (0.05)

The researcher assumed a 5% level of significance (95% confidence level).

$$\begin{aligned} \text{Thus } n &= \frac{180}{1 + 180(0.05)^2} \\ n &= \frac{180}{1 + 180(0.0025)} \\ n &= \frac{180}{1+0.45} \end{aligned}$$

$$n = \frac{180}{1.45}$$

$$n = 124.$$

The data collection instrument was a structured questionnaire. Instrument validity was ensured through expert review panel and reliability was tested using Cronbach's Alpha with a reliability coefficient of 0.7. Descriptive statistics were used present the data collected; while linear regression analysis was used to test the null hypotheses. Informed consent was obtained from all participants before data collection.

Results Data and Interpretation

Table 1: Effect of Competitive Strategies on the marketing performance

S/N	Questions	SA	A	N	D	SD	Total
Technology-driven strategy							
1	The use of high-speed internet, smart room controls and mobile check-ins help to enhance guest convenience and satisfaction.	40 (32%)	70 (56%)	4 (3%)	10 (9%)	-	124 (100%)
2	Developing a user-friendly website and active social media engagement help to reach a broader audience.	30 (24%)	80 (65%)	-	14 (11%)	-	124 (100%)
Service excellence							
3	Establishing a robust feedback mechanism helps improve service quality.	50 (40%)	60 (48%)	-	9 (8%)	5 (4%)	124 (100%)
4	Introducing loyalty programmes helps to encourage repeat business.	34 (27%)	90 (73%)	-	-	-	124 (100%)
Location-based strategy							
5	Increasing the hotel's visibility helps attract diverse clientele.	45 (36%)	70 (56%)	2 (2%)	7 (6%)	-	124 (100%)
6	Leveraging the hotel's geographical position helps to attract specific travelers.	25 (20%)	75 (60%)	5 (4%)	10 (9%)	9 (7%)	124 (100%)

Source: Field Survey, 2025.

Table 1 shows that a total of 32% of respondents strongly agreed that the use of high-speed internet, smart room controls and mobile check-ins help to enhance guest convenience and satisfaction, 56% agreed, 3% were neutral, 9% disagreed to the same item. Also, 24% of respondents strongly agreed that developing a user-friendly website and active social media engagement help to reach a broader audience, 65% agreed, while 11%. Similarly, 40% of respondents strongly agreed that establishing a robust feedback mechanism helps improve service quality, 48% agreed, 8% disagreed while 4% strongly disagreed.

Table 1 also shows that 27% of respondents strongly agreed that introducing loyalty programmes help to encourage repeat business while 73% agreed. No respondents was neutral, none disagreed or strongly disagreed. In addition, 36% of respondents agreed that increasing the hotel's visibility helps attract diverse clientele, 56% agreed, 2% were at the instance of the research while 6% disagreed. Furthermore, 20% of respondents strongly agreed that leveraging a hotel's geographical position helps to attract specific travelers, 60% agreed, 4% were neutral, 9% disagreed while 7% strongly disagreed. Thus, the respondents' responses generally show that competitive strategy have positive effects on marketing performance.

Table 2. Marketing Performance of the hospitality firm

S/N	Questions	SA	A	N	D	SD	Total
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1	There is increased sales growth over the past 2 years	30 (24%)	90 (73%)	4 (3%)	-	-	124 (100%)
2	Competitive strategy have improved our customer retention and loyalty.	45 (36%)	70 (56%)	-	9 (8%)	-	124 (100%)
3	Our customer base and market share have increased due to our marketing efforts.	20 (16%)	90 (73%)	-	10 (8%)	4 (3%)	124 (100%)

Source: Field Survey, 2025

In Table 2, 23% of respondents strongly agreed that there is increased sales growth over the past two years, 73% agreed while 3% remained neutral. Table 2 also indicated that 36% of respondents agreed that competitive strategies have improved their customer retention and loyalty, 56% agreed, while 8% disagreed. In addition, Table 2 shows that 16% of respondents strongly agreed that their customer base and market share have increased due to their marketing efforts, 73% agreed, 8% disagreed while 3% strongly disagreed.

Table 3: Regression analysis of effect of technology-driven strategy on marketing performance

Model	Coefficient	Std. Error	t-value
Constant	1.735	0.336	7.351
Technology-driven strategy	0.702	0.297	3.235**
F-statistic	35.210		
R	0.646		
R ²	0.417		
N	124		

Source: Field Survey, 2023

Note: ** Regression significant at 5% probability level

In Table 3, the R² value of 0.417 shows about that 42% of variations in marketing performance of Nike Lake Resort Hotel Enugu was accounted for by technology-driven strategy. Similarly, the f-ratio value of 35.210 indicates that the model specification was correct while significant at 5%. This assertion is at the 95% confidence level. Therefore, the null hypothesis that technology-driven strategy do not have significant effect on marketing performance Nike Lake Resort Hotel Enugu was rejected. Thus, technology-driven strategy do have significant effect on marketing performance of Nike Lake Resort Hotel Enugu was rejected. This is in tandem with Adeniran et al. (2024) that the use of smart amenities which integrate modern technologies like high-speed internet, smart room controls, and mobile check-ins to enhance guest convenience and satisfaction.

Table 4: Regression analysis of effect of service excellence on marketing performance

Model	Coefficient	Std. Error	t-value
Constant	1.814	0.324	7.418
Service Excellence	0.802	0.281	3.347**
F-statistic	36.110		
R	0.735		
R ²	0.540		
N	124		

Source: Field Survey, 2024

Note: ** Regression significant at 5% probability level

In Table 4, the R² value of 0.540 shows that 54% of variations in marketing performance of Nike Lake Resort Hotel Enugu was accounted for by service excellence. Similarly, the f-ratio value of 36.110 indicates that the model specification was correct while significant at 5%. This assertion is at the 95%

confidence level. Therefore, the null hypothesis that service excellence do not have significant effect on marketing performance of Nike Lake Resort Hotel Enugu is rejected. This result means that service excellence have significant effect on marketing performance, and agrees with that of Achumie et al. (2024) that service excellence provides outstanding customer service to enhance guest satisfaction and loyalty.

Table 5: Regression analysis of effect of location-based strategy on marketing performance

Model	Coefficient	Std. Error	t-value
Constant	1.814	0.347	7.615
Service Excellence	0.887	0.296	3.400**
F-statistic	38.021		
R	0.812		
R ²	0.659		
N	124		

Source: Field Survey, 2024

Note: ** Regression significant at 5% probability level

The R²value of 0.659 in Table 5 shows that about 66% of variations in marketing performance of Nike Lake Resort Hotel Enugu can be attributed to location-based strategy. Similarly, the f-ratio value of 38.021 indicates that the model specification was correct while significant at 5%. This assertion is at the 95% confidence level. Therefore, the hypothesis that location-based strategy do not have significant effect on marketing performance of Nike Lake Resort Hotel Enugu is rejected. Thus, we can infer that location-based strategy do have significant effect on marketing performance of Nike Lake Resort Hotel Enugu. This result agrees with Achumie et al. (2024) that location-based strategy focuses on local attractions by leveraging the hotel's proximity to key attractions.

Conclusion and Recommendations

For sustainable growth and profitability, hospitality firms in Enugu State, especially Nike Lake Resort Hotel Enugu, must shift from informal or reactive business practices to structured proactive strategic planning, grounded in data, customer insights and continuous improvement. Investing in competitive strategy is no longer optional. It is essential for surviving and thriving in an increasingly dynamic and competitive environment. The study concludes that competitive strategy significantly influence marketing performance of Nike Lake Resort Hotel Enugu. The success or failure of Nike Lake Resort Hotel Enugu largely depends on its effective execution of competitive strategy to meet customer expectations and respond to market dynamics. Thus, the study recommends that Nike Lake Resort Hotel Enugu should:

- Implement customer feedback programmes (e.g., online reviews, surveys) to assess satisfaction and improve services.
- Improve website functionality, making it mobile-friendly with easy booking options.
- Organize exclusive events like music festivals, food fairs, and cultural exhibitions to attract both guests and locals.
- Introduce smart rooms with keyless entry, automated lighting, and personalized guest preferences.
- Develop a guest loyalty program with discounts, free upgrades, and exclusive perks for frequent visitors.

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