

TOURISM ENTREPRENEURSHIP AND MARKETING EFFICIENCY OF TOURIST DESTINATION IN PORT HARCOURT

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Abstract

This study examined the relationship between tourism entrepreneurship and marketing efficiency of tourist destinations in Rivers State. Specifically, it investigated how dimensions of tourism entrepreneurship (innovativeness and adaptability) relate to measures of marketing efficiency (cost reduction and repeat purchase). A descriptive survey design was employed. The population of the study comprised 60 registered tourist destinations in Port Harcourt. Using Krejcie & Morgan's Table, a sample of 52 firms were selected and 2 respondents (general/operations and marketing manager) of each firm, making a total of 104 respondents, provided data for the study. A total of 85 copies of questionnaire were returned, of which 80 were usable and subjected to analysis. Data were collected via structured questionnaire validated by experts and tested for reliability using Cronbach's Alpha test. The Spearman's Rank-Order Correlation statistic was used to test the hypotheses formulated for the study. The study found strong, positive and statistically significant relationship between dimensions of tourism entrepreneurship and measures of marketing efficiency. Thus, the study concludes that tourism entrepreneurship is a critical driver of marketing efficiency of tourist destinations in Rivers State; and recommends that managers of tourist destination should invest in innovation and strengthen adaptive capacity to respond quickly to market shifts and sustain marketing efficiency.

Keywords: Adaptability, cost reduction, innovativeness, marketing efficiency, tourism entrepreneurship

Introduction

Tourism has become one of the fastest-growing industries globally, contributing significantly to gross domestic product (GDP), job creation, and socio-cultural exchange. According to the World Travel and Tourism Council (WTTC, 2023), the tourism sector accounted for over 10% of global GDP and generated more than 300 million jobs worldwide, underscoring its pivotal role in national and regional development. In an era characterized by intense global competition, tourist destinations are compelled to embrace innovative and entrepreneurial practices that enhance their marketing efficiency and sustainability. The rise of digitalization, shifting consumer preferences, and the heightened demand for personalized experiences have further magnified the importance of adaptability and innovative approaches in strengthening the competitiveness of tourism destinations (UNWTO, 2022; Gretzel et al., 2020).

Currently, the tourism industry in Port Harcourt has emerged as a sector with significant potential for driving economic growth, cultural development, and employment generation. However, despite its potential, many tourist destinations in the area struggle to achieve marketing efficiency, especially in terms of reducing marketing costs and encouraging repeat patronage. Tourist sites and hospitality firms continue to face challenges of limited visibility, high promotional expenses, low levels of repeat visitors, and weak cost reduction. These persistent shortcomings arouse curiosity and make it necessary to investigate the relevance of entrepreneurial practices, such as innovativeness and adaptability to overcoming these

challenges. Without improved marketing efficiency, many tourist destinations risk stagnation in competitiveness compared to other vibrant regional and international destinations.

These challenges persists, largely due to market turbulence, lack of innovative practices, and poor adaptability to changing customer demands. Many destinations rely on outdated promotional techniques, lack digital adoption, and fail to innovate in service design, thereby creating an experience gap between customer expectations and actual offerings. Additionally, most operators have limited managerial competence in implementing adaptable strategies that respond to evolving consumer preferences for technology-driven, cost-effective, and sustainable tourism services. These circumstances contribute to low marketing efficiency, where high costs are incurred with minimal returns, and repeat patronage remains weak.

In response, some efforts have been made to address these challenges, including government-led tourism development initiatives, adoption of social media marketing, and occasional rebranding efforts by individual firms. However, these approaches are fragmented, inconsistent, and often unsustainable, as they fail to integrate entrepreneurial orientations such as innovativeness and adaptability into the core of destination management strategies. The focus of this study therefore, was to examine how tourism entrepreneurship, specifically innovativeness and adaptability relate to marketing efficiency in terms of cost reduction and repeat purchase of tourist destinations in Port Harcourt. Fig. 1 conceptualizes the study.

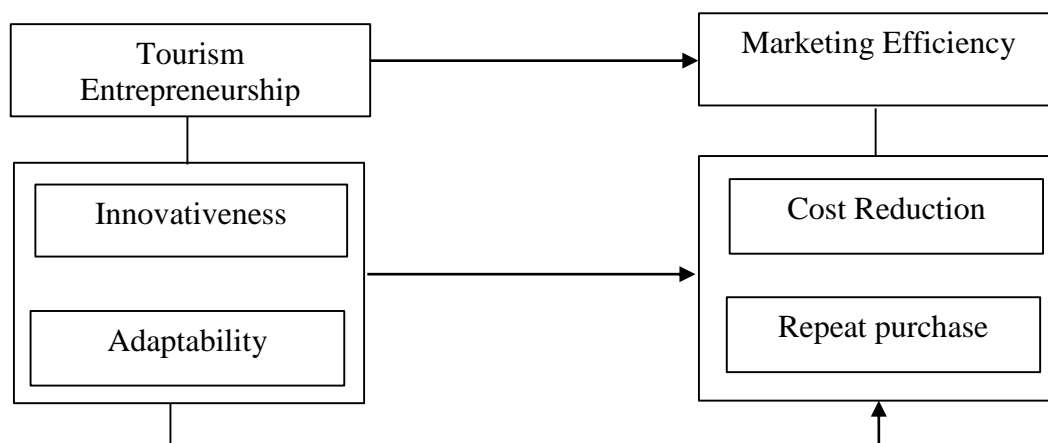


Fig. 1: Conceptual framework of relationship between tourism entrepreneurship and marketing efficiency of tourist destinations in Rivers State.

Source: Fada and Nicolette (2018).

Theoretical Framework

This study was anchored on **Resource-Based View (RBV)** which emerged from strategic management literature, and first introduced Wernerfelt (1984) and later developed by Barney (1991). RBV fundamentally shifts the focus of competitive advantage from external market positioning to internal resources. According to this perspective, a firm's sustained competitive advantage arises from its ability to acquire and utilize resources that are valuable, rare, inimitable, and non-substitutable (VRIN). RBV proposes that firms with unique internal capabilities and competencies whether tangible or intangible, are better positioned to outperform competitors, particularly in dynamic industries such as tourism.

The core assumptions of RBV are grounded in the heterogeneity and immobility of resources. Firstly, it assumes that firms are fundamentally different in terms of the resources they possess, and secondly, that these resources are not easily transferable across firms. In tourism entrepreneurship context, key internal resources include human capital, customer knowledge,

innovation capacity, adaptability, and cultural embeddedness. When these resources are strategically deployed, they enable tourism entrepreneurs to create differentiated experiences, reduce operational and marketing costs, and enhance repeat purchase. This makes the RBV particularly relevant for small tourism firms in emerging economies like South-South Nigeria, where external market support structures may be weak or inconsistent.

A significant strength of RBV is its explanation of how internal strategic choices and entrepreneurial capabilities drive performance. However, critics of the theory, such as Priem and Butler (2001), argue that RBV is overly inward-looking and fails to adequately consider external environmental factors such as market competition, consumer behavior, or technological change. Others point out that the theory lacks specificity in defining what constitutes a “resource,” leading to ambiguity in empirical testing. Moreover, it tends to assume a relatively static environment, which can be unrealistic in the fast-changing tourism industry, where customer preferences and external shocks (e.g., pandemics) demand constant adaptation.

Despite these criticisms, RBV offers valuable insights for this study. Tourism entrepreneurship depends heavily on intangible assets such as creativity, service innovation, local knowledge, and relationship-building. These resources, when effectively leveraged, contribute to marketing efficiency by reducing the need for costly acquisition campaigns and fostering cost reduction. Entrepreneurs who develop and sustain VRIN resources such as culturally rooted storytelling, unique tour experiences, or digital marketing acumen can outperform competitors through cost-effective differentiation and repeat patronage. Thus, RBV provides a theoretical lens for understanding how internal entrepreneurial competencies can drive cost reduction, and repeat purchase in tourism ventures. Nonetheless, its relevance to this study lies in its focus on how internal entrepreneurial traits and competencies contribute to marketing efficiency in a dynamic tourism environment.

Concept of Tourism Entrepreneurship

Tourism entrepreneurship involves innovative and proactive management of tourism ventures with the goal of satisfying market demand and generating economic value. It is characterized by opportunity recognition, innovation, risk-taking, and market sensitivity in the tourism sector (Thomas, et al 2011). Entrepreneurship in tourism is not limited to new venture creation but includes improving existing services, developing new tourism products, and enhancing customer experience.

Thomas et al. (2011) describe tourism entrepreneurship as the innovative and proactive management of tourism ventures aimed at meeting market needs while creating economic value. They emphasize that tourism entrepreneurship extends beyond starting new businesses to include service enhancement, product innovation, and destination development. This definition underscores innovation and market sensitivity as core tenets, aligning closely with general entrepreneurial theory.

Similarly, Morrison (2013) defines tourism entrepreneurship as a dynamic process of identifying tourism opportunities, organizing resources, and implementing tourism products in response to demand. This perspective focuses on opportunity-seeking behavior of entrepreneurs and the ability to respond to market dynamics, particularly in fluctuating tourism environments.

By contrast, Ateljevic and Page (2009) adopt a more socio-cultural lens, framing tourism entrepreneurship as a tool for local empowerment and sustainable development, arguing that tourism ventures often emerge in response to community needs and are embedded in local cultural, social, and ecological contexts. This shifts the focus from purely profit-driven motives to a triple bottom line (economic, social, and environmental) framework. This view challenges the conventional neoliberal model of entrepreneurship by recognizing the embeddedness of tourism businesses in local realities.

Meanwhile, Hall and Rusher (2004) highlight the spatial and structural characteristics of tourism entrepreneurship. According to them, tourism entrepreneurs are often small-scale, family-owned operators who function in seasonally dependent and spatially dispersed markets. These structural constraints, they argue, affect entrepreneurial behavior, including investment decisions, risk-taking, and innovation capacity.

Ratten (2020) on the other hand, places emphasis on the role of technology and innovation in tourism entrepreneurship, particularly in the era of digitalization and smart tourism, and links entrepreneurial orientation (innovativeness, adaptability, Innovativeness) to competitive advantage and market responsiveness, especially in uncertain or disruptive markets like those affected by the COVID-19 pandemic.

The descriptions of tourism entrepreneurship is x-rayed so far betrays its multidimensionality, with, innovativeness, proactiveness, adaptability, opportunity recognition, risk-taking, and market sensitivity standing prominent (Covin & Slevin, 1989; Tajeddini et al., 2017). This study limits itself to innovativeness and adaptability.

Innovativeness

Innovativeness reflects the capacity of entrepreneurs to introduce and implement new products that enhance tourists' experience and create competitive advantage. Innovativeness is a core element of entrepreneurial orientation, representing the tendency of firms or individuals to support creativity, novelty, and experimentation in business practice (Lumpkin & Dess, 1996). Innovativeness is particularly significant in highly competitive and dynamic markets because it allows businesses to differentiate themselves.

Shaw and Williams (2009) defined innovativeness as the capacity to create new products or marketing approaches that enrich tourists' experience and make destinations more attractive. According to them, innovation is a strategic tool for achieving distinctiveness in the global tourism industry, where customer expectations are continuously evolving. Their perspective emphasizes that innovativeness does not only concern major breakthroughs but also involves subtle and incremental changes that improve service quality and enhance visitor satisfaction.

In the tourism sector, innovativeness manifests in creative tour packages, adoption of digital technologies, and eco-friendly practices that improve customer satisfaction and loyalty. Jaesu et al. (2015, as cited in Ateke & Harry, 2021) affirm that innovativeness enables value differentiation and confers sustainable competitiveness on firms in the new economy, and that non-innovative firms cannot survive the vagaries of today's technology-driven marketplace.

Innovativeness is often driven by the need to respond to changing consumers' requirements. Firms constantly analyze benefits of existing products vis-à-vis the importance customers attach to them; and strive to create new offers or improve on existing one to remain competitive

(Ateke & Harry, 2021). Hjalager (2010) and Hall and Williams (2020) argue that innovativeness foster differentiation and reduces reliance on costly, generic strategies while simultaneously attracting repeat visits through unique offerings.

Adaptability

Adaptability is a core attribute of entrepreneurship, reflecting the capacity of individuals or enterprises to modify strategies, operations, and service delivery in response to changing external conditions. In a sector as dynamic and uncertain as tourism, adaptability is not merely an optional quality it is essential for survival, resilience, and long-term competitiveness. Ratten (2020) defines adaptability as the ability of entrepreneurs to respond proactively to environmental disruptions such as economic downturns, global health crises like COVID-19, technological advancement, or shifts in consumer behavior.

Adaptability may be orchestrated by changes in internal resources or external challenges. It is nonetheless, a natural outgrowth of a “customer first” mindset; and often involves reforming marketing programmes and operations to suit changing consumer preferences, geography or era in which the firm operates (Ateke & Nwulu, 2021). This view supports that of Olomi and Ordu (2020) that adaptability is concerned with capacity to adjust to new situations, including ability to learn how to do new things as may be dictated by the operating environment.

According to Pizam (2010), the most successful entrepreneurs are those who prepare for uncertainty and build adaptive capacity into their culture. This allows them to maintain service continuity, minimize losses, and seize emergent opportunities during periods of disruption (Buhalis & Amaranggana, 2015). Scholars such as Hall and Williams (2008) argued that adaptability in tourism is linked to the concept of resilience, particularly within small and medium-sized enterprises (SMEs) that lack the financial buffers of larger corporations.

Concept of Marketing Efficiency

Marketing efficiency refers to the extent to which organizations optimize their marketing resources to achieve desired outcomes, particularly in terms of cost reduction and customer behavior outcomes such as repeat purchase. In the tourism context, marketing efficiency is not merely about minimizing promotional costs but also ensuring that marketing initiatives create lasting value for customers and maximize return on investment (Kotler & Keller, 2016; Buhalis & Sinarta, 2019).

Kotler and Keller (2015) define efficient marketing as the attainment of marketing objectives at the lowest possible cost. This perspective aligns with the broader economic principle of efficiency, which emphasizes optimal utilization of resources to achieve desired results. In this context, marketing efficiency is often evaluated by analyzing costs associated with marketing activities in relation to the outcomes they generate, such as sales revenue or customer acquisition.

Anderson et al. (2008) suggested that marketing efficiency can be understood in terms of the output generated per unit of input. This view is closely linked to the concept of return on investment (ROI) in marketing. A marketing campaign that yields a higher ROI is considered more efficient than one that yields a lower ROI. This approach necessitates the measurement of various marketing performance metrics, including sales, market share, and customer acquisition cost.

Day and Wensley (1998) argued that evaluating marketing efficiency should not be limited to short-term results; but should encompass the contribution of marketing activities to developing

a sustainable competitive advantage. This perspective highlights the importance of aligning marketing strategies with the overall goals and objectives of the organization. It also implies that efficient marketing contributes to the long-term success and survival of the organization, not just immediate gains. Furthermore, Giroh et al. (2014) defined marketing efficiency as the maximization of the ratio of output to input in marketing, and state that it is the degree of market performance.

Ateke et al. (2025) and Sodhi et al. (2009, as cited in Nwulu et al., 2022) aver that efficiency is a multidimensional construct that is often decomposed into costs, order-cycle time, and wastes reduction, as well as optimal resource utilization and energy conservation. However, cost reduction and repeat purchase were adopted to represent marketing efficiency in this study.

Cost reduction

Cost reduction is a strategic objective pursued by tourism entrepreneurs and destination managers to improve operational efficiency, enhance competitiveness, and ensure long-term sustainability. Cost reduction refers to the deliberate efforts to minimize marketing and operational expenditures without compromising the quality of service delivery or the overall tourist experience. While commonly associated with lean management principles and resource optimization, cost reduction in tourism has evolved into a dynamic concept that integrates technological innovation, customer relationship strategies, and data-driven decision-making to achieve marketing efficiency.

Cost reduction is a key strategy employed by businesses to stay ahead of the competition as it intensifies in the workplace (Egbide et al., 2019). According to Sharma (2017), cost reduction refers to a genuine and long-lasting decrease in the price per unit of products produced or services provided without lowering the quality. The primary objective of majority of firms is to maximize profits since management is more interested in profitability as one method of assessing success. To maximise profits in a cutthroat market where the cost of goods and services has an impact on demand, cost control and reduction are essential. In order to cut needless discretionary and non-value-adding costs and maintain an organisation's competitiveness, every part of its cost structure must be carefully examined (Lawal, 2017).

Repeat purchase

Repeat purchase is the act of repurchasing the same product or brand purchased earlier. These are often based on routine, habitual buying decisions, where the search for information around these purchases becomes limited over time. It may be the outcome of limited availability rather than brand loyalty. Consumers make repeat purchase when they are satisfied with the services of the organization.

Repeat purchase is a type of loyalty behaviour customers enacts, and which is critical to the sustenance of firms (Ateke & Kalu, 2019). Repeat purchase is vital to businesses success. It is thus essential for firms to build relationships with customers rather than focus on transactions. Repeat purchase behaviour is influenced by certain characteristics of the firm and its products. Thus, to elicit repeat purchases, firms must strive for distinctiveness in the manner they protect customers and in their service delivery (Ateke & Kalu, 2019).

Kotler et al. (2017) asserted that repeat purchase behavior in tourism is a reflection of perceived value, satisfaction, and emotional attachment to a destination or service. Tourists who associate positive memories, comfort, and cultural connection with a destination are more likely to return, especially if the service provider maintains consistency, communicates effectively, and

innovates experiences over time. This suggests that repeat purchase is not just a function of affordability or convenience; but a psychological affirmation of a business's perceived excellence.

Scholars such as Oppermann (2000) argued that the decision to revisit a destination is influenced by a complex mix of cognitive and affective factors, including familiarity, ease of access, emotional satisfaction, and cultural affinity. Tourism entrepreneurs who build experiences that tap into these emotional and cognitive dimensions are more likely to convert one-time visitors into repeat guests. This is especially significant in cultural and heritage tourism, where emotional connection to place, people, and identity plays a powerful role in return behavior.

Empirical Review

Thuita et al., (2023) investigated the influence of innovativeness on performance of food and beverage manufacturing enterprises in Nairobi. The study found that innovativeness had a positive influence on performance (regression coefficient 0.446, p-value of 0.000). The study recommended that firms should assess their ability to embrace new ideas and processes that will lead to development of new products, services, markets or technologies.

Relatedly, Riswanto et al. (2020) examined the role of innovativeness-based market orientation on marketing performance of small and medium-sized enterprises in a developing country. The study revealed that innovativeness has the ability to mediate the influence between market orientation and marketing performance. Likewise, Šlogar (2020) examined the relationship between innovativeness and business performance in Croatian export companies. The results show that there is a positive relationship between innovativeness and business performance in Croatian companies.

Also, Woko (2020) examine the relationship between innovativeness and performance of manufacturing firms in Nigeria. The finding of the study was that innovativeness has significant relationship with organizational performance. Similarly, Domi et al. (2019) studied the effects of innovativeness and innovation behavior on tourism SMEs performance in Albania. The results indicated that innovativeness significantly affects innovation behavior; and innovativeness has indirectly effect on SMEs performance.

More so, Werlang and Rossetto (2019) investigated the effects of organizational learning and innovativeness on organizational performance in the service sector. Specifically, the objective of the study was to analyze the associations between learning orientation, organizational innovativeness, and organizational performance in hotels and lodging establishments in Santa Catarina, Brazil. The study found that learning orientation has a positive and direct influence on organizational innovativeness; that organizational innovativeness does not significantly affect organizational performance; and that learning orientation does not have a positive association with organizational performance.

In view of the mixed results about the association between tourism entrepreneurship and organizational outcomes, we hypothesize as follows:

- Ho₁: There is no significant relationship between innovativeness and cost reduction of tourist destinations in Port Harcourt.
- Ho₂: There is no significant relationship between innovativeness and repeat purchase of tourist destinations in Port Harcourt.
- Ho₃: There is no significant relationship between Adaptability and cost reduction of tourist destinations in Port Harcourt.

H₀₄: There is no significant relationship between Adaptability and repeat purchase of tourist destinations in Port Harcourt.

Methodology

This study adopted a survey research design. The population of the study comprised managers and supervisors of registered tourist destinations in Port Harcourt, Rivers State. These include hospitality firms, recreational centers, travel and tour agencies, and cultural attractions. The rationale for focusing on managers and supervisors is that they are directly involved in strategic decision-making and are well positioned to provide reliable information on the entrepreneurial orientation and marketing efficiency of their organizations. According to records from the Rivers State Ministry of Culture and Tourism (2023), there are 60 recognized tourist destination firms operating within Port Harcourt.

Given the population of 86 firms, the sample size was determined using Krejcie and Morgan's (1970) sample size determination Table, which recommended a sample of 52 for a population of less than 100. The study used Bowley's proportional allocation formula to distribute the 52 across the different categories of firms in proportion to their sizes. Within each firm, two respondents (general manager and marketing manager) were selected to ensure managerial representation, leading to a total of 104 copies of the questionnaire administered.

The study employed stratified random sampling to ensure fair representation of all categories of tourist destinations, followed by purposive sampling to select relevant managerial staff. Data collected were coded and analyzed using the Statistical Package for the Social Sciences (SPSS) Version 27.0. Spearman Rank-Order Correlation (ρ) was employed to test the hypothesized relationships between dimensions of tourism entrepreneurship and measures of marketing efficiency. Results were interpreted at a 5% significance level ($p < 0.05$).

Data Analysis and Results

Table 1: Relationship between Innovativeness and Cost Reduction

Correlations				
			Innovativeness	Cost Reduction
Spearman's rho	Innovativeness	Correlation Coefficient	1.000	.962**
		Sig. (2-tailed)	.	.000
		N	80	80
	Cost Reduction	Correlation Coefficient	.962**	1.000
		Sig. (2-tailed)	.000	.
		N	80	80

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

Source: SPSS Output, 2025

Table 1 reveals a rho coefficient of 0.962**. This very high correlation value signify a very strong correlation between innovativeness and cost reduction. The positive sign of the correlation coefficient means that innovativeness and cost reduction has a positive correlation. This means that increase in innovativeness of tourists destinations will lead more cost reduction. Further, the probability value of the correlation is given as 0.000, which is less than the critical value of 0.05. This means that the correlation between innovativeness and cost reduction is statistically significant. In view of these statistics, the null hypothesis, which denies the presence of significant correlation between innovativeness and cost reduction of tourism destinations in Rivers State was rejected.

Table 2: Correlation between Innovativeness and Repeat Purchase

Correlations			Innovativeness	Repeat purchase
Spearman's rho	Innovativeness	Correlation Coefficient	1.000	.956**
		Sig. (2-tailed)	.	.000
		N	80	80
	Repeat purchase	Correlation Coefficient	.956**	1.000
		Sig. (2-tailed)	.000	.
		N	80	80

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

Source: SPSS Output, 2025

Table 2 reveals a rho coefficient of 0.956** and a probability value of 0.000. These facts suggests that a very strong and statistically significant correlation exists between innovativeness and repeat purchase. The positive sign of the correlation coefficient means that the correlation between innovativeness and repeat purchase is positive. This suggests that increase in innovativeness of tourisms destinations will lead increase in repeat purchase. This means that the correlation between innovativeness and cost reduction is statistically significant. Therefore, the null hypothesis, which denies the presence of significant correlation between innovativeness and repeat purchase of tourism destinations in Rivers State was rejected.

Table 3: Correlation between Adaptability and Cost Reduction

Correlations			Adaptability	Cost Reduction
Spearman's rho	Adaptability	Correlation Coefficient	1.000	.981**
		Sig. (2-tailed)	.	.000
		N	80	80
	Cost Reduction	Correlation Coefficient	.981**	1.000
		Sig. (2-tailed)	.000	.
		N	80	80

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

Source: SPSS Output, 2025

As shown in Table 3, the test of correlation between adaptability and cost reduction generated a rho coefficient of .981**. This high coefficient indicates a very strong correlation exist between adaptability and cost reduction. The positive sign of the correlation coefficient means that the correlation between adaptability and cost reduction is a positive one. This implies that improvement in the level of adaptability of tourism destinations in Rivers State will lead to lower cost of operations. Also, the test produced a probability value of 0.000 which is less than 0.01. This means that the correlation between adaptability and cost reduction of tourism destinations in Rivers State is statistically significant.

Table 4: Correlation between Adaptability and Repeat Purchase

Correlations				
			Adaptability	Repeat Purchase
Spearman's rho	Adaptability	Correlation Coefficient	1.000	.990**
		Sig. (2-tailed)	.	.000
		N	80	80
	Repeat Purchase	Correlation Coefficient	.990**	1.000
		Sig. (2-tailed)	.000	.
		N	80	80

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

Source: SPSS Output, 2025.

As shown in Table 4, the test of correlation between adaptability and repeat purchase generated a rho coefficient of .990**. This high coefficient indicates a very strong correlation exist between adaptability and repeat purchase. The positive sign of the correlation coefficient means that the correlation between adaptability and repeat purchase is a positive one. This implies that improvement in the level of adaptability of tourism destinations in Rivers State will lead to increase in repeat purchase. Also, the test produced a probability value of 0.000 which is less than 0.01. This means that the correlation between adaptability and repeat purchase of tourism destinations in Rivers State is statistically significant.

Discussion of Findings

This study investigated the correlation between tourism entrepreneurship and marketing efficiency of tourism destinations in Rivers State. The study used innovativeness and adaptability to proxy tourism entrepreneurship, while marketing efficiency was proxied by cost reduction and repeat purchase. From the empirical tests conducted, the study found that dimensions tourism entrepreneurship (innovativeness and adaptability) have positive and statistically significant correlation with measures of marketing efficiency (cost reduction and repeat purchase). These finding support the report of study Woko (2020) that innovativeness has significant relationship with the measures of organizational performance.

Similarly, the current findings align with the results of the study of Domi et al. (2019), which indicated that innovativeness significantly affects innovation behavior and performance of SMEs. Also, our findings complement the findings of Pizam (2010) that most successful tourism entrepreneurs are those who prepare for uncertainty and build adaptive capacity into their organizational culture, which allows them maintain service continuity, minimize losses, and seize emergent opportunities during periods of disruption. More so, our findings corroborate the view that adaptability leads to is resilience of small and medium-sized enterprises (Hall & Williams, 2008).

Conclusion and Recommendations

This study examined the relationship between tourism entrepreneurship and marketing efficiency of tourist destinations in Rivers State. Based on the outcome of the study and the extent of their coherence with extant knowledge, the study concluded that tourism entrepreneurship significantly enhances marketing efficiency of tourist destinations by enabling operators to adopt new ideas, technologies, and creative strategies that reduce costs and expand customer reach. Innovation foster unique service offerings that attract visitors and strengthen competitiveness. Adaptability enables destinations to adapt to changing tourism trends and consumer demands.

This study concluded that tourism entrepreneurship through innovativeness and adaptability is a key driver of marketing efficiency of tourist destinations. Destinations that embed entrepreneurial practices into their marketing operations can achieve sustainable growth, improve competitiveness, and contribute to the broader economic development of the city. The study therefore, recommends that:

- a) Tourism destinations in Rivers State should actively invest in innovation, including digital marketing platforms and creative tourism packages, to strengthen marketing efficiency.
- b) Tourism destinations in Rivers State should strengthen their adaptive capacity via staff training, flexible business models and stakeholder partnerships to respond quickly to market shifts and sustain repeat patronage.

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