
# Tourism Stakeholders' Collaboration Strategies And Organizational Performance In Northern Nigeria: A Study Of The 2024 Global Entrepreneurship Week (Gew)

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ABSTRACT

Tourism plays a critical role in economic diversification and sustainable development, yet its full potential remains largely untapped in Northern Nigeria due to fragmented stakeholder collaboration. This study examines the impact of tourism stakeholders' collaboration strategies—joint marketing initiatives, resource sharing, and coordinated event planning—on organizational performance in the context of the 2024 Global Entrepreneurship Week (GEW), which was successfully hosted across seven Northern Nigerian states. Using a descriptive-correlational research design, data were collected from 94 registered tourism businesses that actively participated in GEW 2024. Pearson's correlation analysis was employed to assess the relationship between collaborative strategies and key performance indicators, namely sales revenue and customer base growth. Findings revealed that coordinated event planning exhibited the strongest positive relationship with organizational performance, followed by resource sharing and joint marketing initiatives. However, engagement in joint marketing and resource-sharing efforts remained low, highlighting a critical gap in structured collaboration among tourism stakeholders. The study underscores the need for sustained partnerships beyond major events, emphasizing the importance of government-led incentives, digital collaboration, and structured tourism alliances to enhance long-term sectoral growth.

**Keywords:** Event Planning, Joint Marketing, Organizational Performance, Resource Sharing, Tourism Stakeholders

## 1. INTRODUCTION

Tourism is a vital economic driver globally, contributing significantly to employment generation, infrastructure development, and foreign exchange earnings. In many developing countries, including Nigeria, the tourism sector is increasingly recognized as a tool for economic diversification, particularly as the nation seeks to reduce its dependence on declining oil revenues (Ajani & Kalu, 2017; Li et al., 2018). Tourism has the potential to generate substantial revenue, promote cultural exchange, foster environmental conservation, and enhance the overall quality of life in local communities (Amalu et al., 2020).

Studies (Ngo et al., 2019; Poudel et al., 2016) have identified that one of the most critical determinants of tourism sector growth is stakeholder collaboration, which involves the government, private sector, local communities, and non-governmental organizations (NGOs) collectively working towards the planning, development, and marketing of tourism activities. Effective collaboration enhances resource sharing, facilitates joint marketing initiatives, and promotes coordinated event planning—elements that are crucial for sustainable tourism development (Poudel et al., 2016).

Nigeria's rich cultural heritage, historical landmarks, and natural attractions position it as a promising destination for both domestic and international tourists (Jemirade, 2021). Despite this vast potential, Nigeria's tourism industry continues to struggle with low performance, particularly in Northern Nigeria, where challenges such as infrastructural deficits, security concerns, and lack of coordinated marketing efforts persist (Alola, et al., 2021). The poor performance of tourism organizations is evident in stagnating sales revenues, inconsistent visitor turnout, and the inability to attract and retain a growing customer base (Dieke et al., 2021). One of the root causes of this underperformance is fragmented stakeholder collaboration (Ngo et al., 2019).

Several studies (Bassey, 2015; Campos, et al., 2018; Phi & Dredge, 2019) have established the importance of stakeholder collaboration in tourism performance. Stakeholder collaboration in tourism refers to the collective engagement of various actors in planning, developing, and marketing tourism activities. In Nigeria, weak collaboration among stakeholders has led to underdeveloped infrastructure, insufficient marketing efforts, and missed opportunities for joint initiatives, which have all constrained the growth of the tourism sector (Jemirade, 2021). The Federal Government has made several attempts to boost the tourism industry, notably in 1990 with the formulation of the National Tourism Policy, followed by the promulgation of Decree 81 in 1992, establishing the Nigeria Tourism Development Corporation (NTDC). However, the NTDC often operates in isolation, with limited engagement from private sector players and local communities, resulting in inefficiencies and suboptimal outcomes (Bassey, 2015).

The 2024 Global Entrepreneurship Week (GEW), which was held concurrently across 19 Northern Nigerian states, presented a unique opportunity for tourism stakeholders to engage in large-scale collaboration. This event was unprecedented in scope and scale, making it the largest GEW celebration in Northern Nigeria's history. It attracted participants from a wide range of industries, with the tourism sector playing a significant role. The success of GEW 2024 highlighted the potential of well-coordinated tourism stakeholder collaboration in enhancing organizational performance. This provides an ideal context to examine how joint marketing initiatives, resource sharing, and coordinated event planning influenced tourism organizations during the event and beyond.

Additionally, the lack of effective collaboration has been observed to have direct implications for organizational performance in the tourism sector. Performance metrics such as sales revenue and customer base growth are critical indicators of success, yet many Nigerian tourism organizations struggle to achieve these benchmarks (Okupe et al., 2018). The sector's contribution to Nigeria's GDP remains inconsistent, and it lags behind other African tourism-driven economies like Kenya and South Africa (Business Insider Africa, 2022). Without decisive intervention, this stagnation could lead to missed economic opportunities, infrastructural decline, and the erosion of Nigeria's rich cultural and natural resources (Jemirade, 2021).

Despite these challenges, stakeholder collaboration strategies offer a viable pathway to revitalizing the sector. Research (Prevolšek et al., 2024; Phi & Dredge, 2019) has shown that joint marketing initiatives, resource sharing, and coordinated event planning can significantly enhance organizational performance by improving resource allocation, service quality, and marketing reach. This is evident from the Cross River State government's partnership with private investors in developing the Obudu Mountain Resort, which has led to tangible improvements in infrastructure and marketing, positioning the resort as a leading destination in Nigeria (Ugwukah & Obomanu, 2020). Similarly, GEW 2024 showcased the potential of coordinated efforts to amplify the visibility of tourism destinations and attract a broader audience.

While previous studies such as Prevolšek et al. (2024) explored tourism stakeholder collaboration at a broad level, the extent to which these collaborative strategies have been empirically explored in the Nigerian context remains limited. This study seeks to fill that gap by analyzing how the collaboration strategies employed during GEW 2024 influenced organizational performance in Northern Nigeria's tourism sector.

By examining the factors that facilitate or hinder effective collaboration, this research aims to provide actionable insights for policymakers and tourism operators. The findings are expected to contribute to the development of more effective collaboration frameworks that can enhance the sustainability and competitiveness of Nigeria's tourism sector. Ultimately, this study underscores the importance of stakeholder collaboration as a catalyst for organizational performance and sectoral growth, offering a roadmap for harnessing the untapped potential of Nigeria's tourism industry.

The aim of this study was to investigate the relationship between tourism stakeholders' collaboration strategies and organizational performance. Specifically, the objectives of the study are to establish the possible impact of the dimensions of collaboration strategies, which are joint marketing initiatives, resource sharing, and coordinated event planning, on organizational performance.

## 2. LITERATURE REVIEW

### 2.1 Theoretical Framework

Stakeholder Theory forms the theoretical underpinning of this study. The theory posits that organizations operate within a complex network of relationships involving diverse stakeholders, including employees, customers, suppliers, government entities, local communities, and investors. The theory asserts that organizations must create value for all stakeholders—not just shareholders—to achieve sustainable success. This requires managing relationships in a way that fosters trust, collaboration, and mutual benefits (Freeman, 2010; Phillips, 2011). In the context of tourism, Stakeholder Theory provides a robust framework for understanding how collaboration among various actors can drive sectoral growth and organizational performance.

The tourism industry, by its very nature, involves multiple stakeholders, including local communities, businesses, government agencies, and non-governmental organizations (NGOs). Nicolaides (2015) emphasizes that successful tourism development depends on the active involvement of these stakeholders to address critical issues such as environmental conservation, cultural preservation, and economic growth. Failure to foster collaboration among these groups can lead to adverse outcomes (Rahman, et al, 2022). Stakeholder Theory, therefore, underscores the importance of a coordinated approach to balance the economic, social, and environmental dimensions of tourism.

In the context of this study, Stakeholder Theory provides a theoretical foundation for exploring how collaboration strategies among tourism stakeholders—such as joint marketing initiatives, resource sharing, and coordinated event planning—can enhance organizational performance. The 2024 GEW in Northern Nigeria serves as a compelling case study, illustrating how aligning the interests of diverse stakeholders can lead to increased sales revenue, a larger customer base, and overall sector growth. By applying Stakeholder Theory, this study aims to assess the dynamics of stakeholder collaboration in Nigeria's tourism sector and identify strategies for fostering more effective partnerships.

The relevance of Stakeholder Theory to this study is further underscored by the unique challenges faced by Nigeria's tourism sector, including bureaucratic inefficiencies, resource constraints, and misaligned stakeholder interests. These challenges highlight the need for a collaborative approach that leverages the strengths and resources of all stakeholders. For instance, the success of GEW 2024 in Northern Nigeria demonstrates how coordinated efforts can amplify the visibility of tourism destinations, attract a broader audience, and generate economic benefits for local communities.

## 2.2 CONCEPTUAL ORIENTATION

### Tourism Stakeholders Collaboration Strategies

Tourism stakeholders' collaboration strategies encompass the cooperative approaches and initiatives adopted by diverse entities within the tourism industry to achieve shared objectives, optimize resource utilization, and enhance the overall tourism experience. The tourism sector is inherently interconnected, involving a wide range of stakeholders, including government agencies, private sector businesses (such as hotels, travel agencies, and tour operators), non-governmental organizations (NGOs), local communities, and various service providers. The interdependence of these stakeholders means that the success of one entity often hinges on the contributions and participation of others (Bhatta & Joshi, 2023; Rahman, et al, 2022).

The concept of collaboration in tourism has evolved in response to the industry's increasing complexity and dynamism. Tourism operates at the intersection of economics, culture, and the environment, necessitating a collaborative approach to address its multifaceted challenges and opportunities. Early studies by Bramwell and Lane (2011) underscore that stakeholders are better equipped to tackle industry challenges when they adopt collaborative strategies, enabling the sharing of knowledge, expertise, and resources. Collaboration in tourism is thus not merely a choice but a necessity for sustainable development and competitiveness.

Stakeholder collaboration can be defined as a process where multiple actors work together, often across sectors, to achieve mutually beneficial outcomes. This may involve joint marketing campaigns, coordinated event planning, resource sharing, and the establishment of public-private partnerships. Effective collaboration strategies align individual stakeholder goals with collective objectives of enhancing destination competitiveness and sustainability. For instance, cooperation between tourism businesses and local governments can facilitate the development of tourism infrastructure, improve destination branding, and promote sustainable tourism practices. By pooling resources, knowledge, and expertise, stakeholders can create enhanced product offerings, improve visitor experiences, and generate greater economic benefits for local communities (Rahman, et al, 2022; Wondirad, et al., 2020).

Bramwell and Lane (2011) categorize collaboration strategies into several key areas: joint marketing campaigns, shared events and festivals, resource pooling, and knowledge exchange. Effective collaboration among tourism stakeholders requires more than mere cooperation; it necessitates a shift in perspective from competition to partnership, where long-term success is viewed as a collective goal. Trust, transparency, and communication are fundamental components of successful collaboration (Wondirad, et al., 2020). Wang, et al. (2013) argue that when stakeholders establish trust and maintain open lines of communication, the likelihood of achieving positive outcomes—such as increased tourist satisfaction and sustainable destination development—is significantly higher.

In the context of the current study, tourism stakeholders' collaboration strategies are essential for understanding how entities within the tourism industry in Northern Nigeria can work together to overcome challenges and maximize opportunities. The Nigerian tourism sector faces numerous obstacles, including limited infrastructure, fluctuating tourist preferences, and security concerns (Tagowa, 2010). These challenges underscore the need for cohesive collaboration strategies that leverage the strengths and resources of all stakeholders. By fostering trust, aligning goals, and pooling resources, stakeholders can address these challenges more effectively, driving organizational performance and sectoral growth.

The 2024 Global Entrepreneurship Week (GEW) in Northern Nigeria serves as a practical example of how stakeholder collaboration can yield significant benefits. The event brought together government agencies, private sector players, local communities, and NGOs to promote entrepreneurship and tourism, demonstrating the potential of coordinated efforts to amplify the visibility of tourism destinations and attract a broader audience. This case highlights the importance of collaboration strategies in addressing the unique challenges faced by Nigeria's tourism sector and provides valuable insights for future initiatives.

Building on the conceptual foundation of tourism stakeholders' collaboration strategies, it is essential to explore the specific dimensions through which these collaborations manifest. These dimensions—joint marketing initiatives, resource sharing, and coordinated event planning—represent the practical mechanisms by which stakeholders align their efforts to achieve shared objectives, optimize resource utilization, and enhance the overall tourism experience. Each dimension plays a critical role in fostering collaboration, addressing sectoral challenges, and driving organizational performance.

## Joint Marketing Initiatives

Joint marketing initiatives represent a cornerstone of tourism stakeholders' collaboration strategies, involving the coordinated efforts of multiple entities to promote a destination or tourism product through shared campaigns and strategies. This approach enables stakeholders to pool financial, human, and technical resources, achieving greater marketing reach and impact than would be possible individually. Joint marketing initiatives typically focus on showcasing a destination's unique strengths, such as its natural beauty, cultural heritage, and distinctive experiences, to attract potential tourists. These initiatives may take various forms, including cooperative advertising, shared branding, collective participation in tourism trade fairs, and co-sponsored events such as the GEW (Ahmed & Ahmed, 2024; Meidan, 2013).

In the tourism sector, stakeholders often face challenges such as budget constraints and limited access to international markets. Joint marketing strategies offer a viable solution by allowing stakeholders to share costs while leveraging each other's networks and resources (Reypens, et al., 2016). As Kotler et al. (2017) argue, a destination's competitiveness depends significantly on how well its stakeholders collaborate to promote it. A unified marketing message can strengthen a destination's image, attract more tourists, and generate increased revenue for all involved. This perspective is supported by Kvasnová et al. (2019), who emphasize the role of joint marketing in enhancing destination competitiveness and expanding market reach.

Joint marketing is particularly effective in destinations where tourism is a major economic driver, as it enables stakeholders to leverage their collective expertise and resources. Collaborative marketing campaigns often extend beyond traditional advertising to include digital marketing and participation in global tourism events. By working together, stakeholders can ensure that their destination remains visible in the increasingly crowded global tourism market. Wang, et al. (2013) found that destinations implementing joint marketing campaigns experience higher levels of tourist satisfaction and repeat visits, as these campaigns highlight the unique selling propositions of the destination in a way that resonates with diverse audience segments.

Thus, adopting joint marketing strategies, stakeholders can present a cohesive and attractive brand image, enhancing the destination's appeal to both domestic and international tourists. This collaborative approach not only addresses resource constraints but also fosters a unified narrative that strengthens the destination's competitive position in the global tourism landscape.

### Resource Sharing

Resource sharing is another critical dimension of tourism stakeholders' collaboration strategies, involving the pooling of assets—such as information, expertise, technology, and physical resources—to enhance operational efficiency, reduce costs, and foster innovation. This collaborative practice enables stakeholders to leverage shared resources in ways that benefit all parties involved, creating synergies that improve service quality and customer satisfaction (Graci, 2020; Rahman, et al, 2022).

In the tourism sector, resource sharing often involves the joint use of marketing databases, infrastructure (such as conference centers or transportation systems), and advanced technologies that enhance service delivery (Gössling & Michael, 2019). The goal is to optimize resource utilization, reduce redundancies, and create integrated tourism offerings that provide tourists with a seamless and enriched experience. For instance, hotels and tour operators may collaborate to create unique packages that combine accommodation and activities, enhancing the customer experience while sharing marketing and operational costs (Graci, 2020).

Resource sharing is particularly beneficial for small and medium-sized enterprises (SMEs) in tourism, which often struggle with limited resources. By collaborating with larger or similarly sized stakeholders, SMEs can access resources that would otherwise be beyond their reach, such as advanced technology systems or expert knowledge. This not only helps to cut costs but also fosters innovation, as stakeholders learn from each other's practices and develop new products and services that enhance the overall tourism experience (Bramwell & Lane, 2011).

In the context of Nigeria's tourism sector, resource sharing is especially relevant given the recurring challenges related to infrastructure development, access to technology, and limited marketing reach. Through resource-sharing initiatives, stakeholders can pool their resources to create integrated tourism offerings that attract more visitors while improving operational efficiency. This collaborative approach is particularly important for SMEs, which may lack the individual capacity to compete with larger tourism operators (Rahman, et al, 2022).

### Coordinated Event Planning

Coordinated event planning represents a strategic dimension of tourism stakeholders' collaboration, involving the synchronization of efforts among various entities to host events that maximize a destination's appeal. Events can range from large-scale festivals and international conferences to niche cultural or historical celebrations. By aligning their objectives and sharing responsibilities, stakeholders can create well-rounded, appealing events that attract tourists from diverse regions and backgrounds (Chase et al., 2023).

Effective coordination ensures that all logistical aspects of an event are seamlessly managed, fostering innovation and creativity. By bringing together diverse perspectives and expertise, stakeholders can develop unique event themes and experiences that stand out in a competitive market. This collaborative approach can lead to the creation of signature events that become synonymous with the destination, enhancing its attractiveness and reputation (Chase et al., 2023; Graci, 2020).

Coordinated event planning also allows stakeholders to diversify their tourism offerings, mitigating seasonality challenges and creating year-round tourism opportunities. For example, a destination that primarily attracts beach tourists in the summer can organize cultural or sports events in the off-season, extending its tourism appeal throughout the year.

Additionally, coordinated event planning enables stakeholders to capitalize on shared marketing opportunities, presenting the destination as a unified brand and enhancing its competitive advantage in the global tourism market (Al-Mahrizi, et al., 2024).

In the context of the current study, coordinated event planning is particularly relevant for Nigeria's tourism sector, where the need to diversify offerings and address seasonality challenges is critical. By organizing events that appeal to different demographic groups, stakeholders can broaden their reach and enhance the destination's overall appeal. This collaborative approach not only benefits individual stakeholders but also contributes to the long-term sustainability of the tourism sector by reducing reliance on specific tourism niches or peak seasons (Bramwell & Lane, 2011).

## Organizational Performance

Organizational performance is a central concept in management, reflecting the extent to which an organization achieves its objectives across various dimensions, including financial profitability, market share, customer satisfaction, and operational efficiency (Avci et al., 2011). It is a multifaceted construct that encompasses both internal and external perspectives, serving as a critical measure of success for stakeholders such as employees, investors, customers, regulators, and the broader community. In the context of the tourism industry, organizational performance takes on added complexity due to the sector's dynamic nature, competitive landscape, and reliance on stakeholder collaboration to deliver value (Ramayah, et al., 2011).

In tourism, organizational performance is not solely defined by financial metrics but also by non-financial indicators that capture the quality of customer experiences, the effectiveness of stakeholder partnerships, and the sustainability of operations. Financial performance indicators, such as profitability, return on investment (ROI), and sales revenue, provide insights into an organization's ability to generate income and manage costs effectively (Maftei & Butnaru, 2023). For instance, a hotel that collaborates with local tour operators and transportation providers to create integrated tourism packages may experience increased bookings and higher revenue, demonstrating the financial benefits of stakeholder collaboration. However, financial metrics alone offer an incomplete picture of organizational performance, particularly in a service-driven industry like tourism, where customer satisfaction and long-term sustainability are equally critical (Rodríguez & Espino, 2016).

Non-financial performance measures, such as customer satisfaction, employee engagement, and market share, are increasingly recognized as vital drivers of long-term success in the tourism sector. Customer satisfaction, in particular, is a key indicator of organizational performance, as it directly influences repeat business, customer loyalty, and positive word-of-mouth recommendations (Maftei & Butnaru, 2023). Tourism organizations that prioritize delivering exceptional customer experiences—often through collaborative efforts such as joint marketing initiatives, resource sharing, and coordinated event planning—tend to achieve better outcomes in terms of reputation, market position, and customer retention (Ramayah, et al., 2011). For example, a destination that successfully coordinates a cultural festival involving hotels, restaurants, and local artisans can enhance the overall tourist experience, leading to higher satisfaction levels and increased visitor numbers.

The multidimensional nature of organizational performance is further emphasized by scholars such as Alatawi, et al. (2023), who argue that performance should be evaluated through a combination of financial and non-financial metrics. In the tourism sector, the ability of organizations to adapt to external forces—such as technological advancements, market trends, and regulatory changes—plays a significant role in determining performance outcomes. Organizational performance encompasses a wide range of indicators that reflect an organization's ability to deliver value to customers, maintain profitability, and adapt to external challenges.

Collaboration among tourism stakeholders is a critical factor influencing organizational performance. As Kotler et al. (2017) highlight that collaborative efforts such as joint marketing, resource sharing, and coordinated event planning enable tourism organizations to pool resources, leverage complementary strengths, and create more compelling offerings. These initiatives not only enhance competitiveness but also contribute to improved financial and non-financial performance outcomes. For example, during the 2024 Global Entrepreneurship Week (GEW) in Northern Nigeria, stakeholders such as state tourism boards, hotels, and local transport providers collaborated to organize a series of cultural festivals and business forums. This coordinated effort attracted a diverse audience, increased tourist footfall, and generated higher revenue for all participants, demonstrating how collaboration can drive organizational performance.

The concept of organizational performance is multifaceted in nature, making it essential to explore the specific metrics used to evaluate success in the tourism sector. These measures specifically in the context of the current study—sales revenue and increased customer base—provide tangible indicators of an organization's ability to achieve its objectives, sustain growth, and remain competitive in a dynamic market. These metric offers unique insights into the financial health, market positioning, and customer engagement strategies of tourism organizations, making them critical tools for assessing performance.

**Sales Revenue**: Sales revenue, defined as the total income generated from the sale of goods and services before deducting expenses, is one of the most fundamental financial metrics for evaluating organizational performance (Kotler et al., 2017). It serves as a direct indicator of an organization's market demand, operational efficiency, and pricing strategy, offering valuable insights into its ability to capitalize on business opportunities. For tourism organizations, such as hotels, airlines, and tour operators, sales revenue is a critical measure of success, reflecting their effectiveness in attracting customers and converting interest into income (Middleton & Clarke, 2012).

In the tourism industry, sales revenue is influenced by a variety of factors, including pricing strategies, customer satisfaction levels, market trends, and competitive positioning (Wang & Pizam, 2011). Organizations that align their products and services with consumer expectations tend to generate higher sales revenue, as satisfied customers are more likely to make repeat purchases and provide positive referrals (Kotler et al., 2017). For instance, during the 2024 Global Entrepreneurship Week (GEW) in Northern Nigeria, tourism stakeholders collaborated on joint marketing campaigns and coordinated event planning, which led to a significant increase in bookings and revenue for hotels, tour operators, and local businesses. This example underscores how stakeholder collaboration can drive sales revenue by enhancing market reach and customer engagement.

Sales revenue also serves as a benchmark for evaluating the impact of organizational strategies, such as targeted marketing campaigns and customer satisfaction initiatives. For example, a tourism company that invests in digital marketing to attract international tourists may see a corresponding increase in sales revenue as more travelers book its services (Anjande & Yahaya, 2017). This metric not only reflects the financial health of an organization but also its ability to adapt to market dynamics and sustain long-term profitability.

**Increased Customer Base**: An increased customer base, represents the growth in the number of clients or customers an organization serves, and is another critical measure of organizational performance. In the tourism sector, expanding the customer base is essential for driving revenue growth, fostering long-term stability, and enhancing market competitiveness (Soltani, et al., 2018). A larger customer base is often indicative of successful marketing strategies, high-quality service delivery, and strong customer relationships, all of which contribute to sustained business success.

Tourism organizations face unique challenges in expanding their customer base, including seasonal fluctuations, shifting consumer preferences, and external market forces. However, those that excel in delivering unique experiences, offering personalized services, and maintaining strong stakeholder relationships are better positioned to attract and retain customers. For example, during GEW 2024, tourism stakeholders in Northern Nigeria collaborated to create bundled travel packages that combined accommodation, transportation, and cultural experiences. This collaborative approach not only enhanced the value proposition for customers but also attracted a broader audience, leading to an expanded customer base for all participating stakeholders.

Customer satisfaction and loyalty are key drivers of customer base growth in the tourism industry. Organizations that consistently deliver high-quality experiences and foster positive relationships with customers are more likely to achieve repeat business and benefit from word-of-mouth recommendations (Kotler et al., 2017). Additionally, investments in customer relationship management (CRM) practices and digital marketing strategies can further enhance an organization's ability to reach new market segments and expand its customer base (Gutterman, 2023).

The measures of organizational performance—sales revenue and increased customer base—provide critical insights into the success and sustainability of tourism organizations. Both metrics are deeply interconnected, as higher customer satisfaction and expanded market reach often lead to increased revenue and long-term growth. In the context of stakeholder collaboration, these performance measures highlight that by leveraging these collaborative strategies, tourism organizations can achieve sustainable growth, strengthen their competitive position, and contribute to the overall development of the sector.

## Empirical Review

### The Relationship Between Tourism Stakeholders' Collaboration Strategies and Organizational Performance

Several studies have demonstrated the impact of stakeholder collaboration strategies on organizational performance across different industries, providing valuable insights relevant to the tourism sector.

Lee et al. (2021) examined the impact of joint marketing initiatives on sales revenue in the retail sector and found a significant positive relationship between collaborative marketing efforts and financial performance. Their study suggests that businesses engaging in co-branded campaigns and shared promotional activities experience higher revenue growth due to expanded market reach. Similarly, Chen et al. (2020) investigated the role of joint advertisements in revenue generation within the technology sector, concluding that firms that engaged in coordinated marketing efforts experienced higher brand visibility and increased customer engagement. These findings align with the current study's focus on the tourism industry, where joint marketing initiatives—such as collaborative destination branding, coordinated social media promotions, and shared tourism packages—can amplify market exposure and attract a larger customer base, ultimately increasing sales revenue.

Kankam-Kwarteng et al. (2021) further explored the effect of joint marketing on customer acquisition and retention in the banking industry, highlighting how collaborative marketing strategies drive customer engagement and loyalty. In the tourism context, this suggests that stakeholders—such as hotels, tour operators, and event organizers—who jointly market their services during large-scale events like GEW 2024 can enhance brand recognition, increase tourist footfall, and achieve greater customer retention.

Resource sharing is another critical collaboration strategy that influences organizational performance. Chen and Ling (2024) explored the impact of resource-sharing on innovation and financial performance in the tourism industry, revealing that businesses that pool marketing databases, share infrastructure, and exchange expertise are more competitive and financially successful. Similarly, Ateke and

Kalu (2016) demonstrated how resource-sharing in the telecommunications industry led to cost savings, improved service efficiency, and higher revenue growth. In tourism, this implies that stakeholders who share promotional platforms, event venues, and operational resources can reduce costs while improving customer satisfaction and service delivery.

He et al. (2019) further examined logistics resource sharing in the e-commerce industry and found that integrated service delivery enhances customer experience and expands market reach. Applying this to the tourism sector, resource-sharing among stakeholders—such as hotels, transportation providers, and tour operators working together during GEW 2024—could lead to integrated service offerings, increased visitor convenience, and greater business exposure.

Tourism events play a major role in driving stakeholder collaboration, and their success is often dependent on coordinated planning efforts. John et al. (2022) investigated the impact of event-based tourism marketing on revenue generation, finding that well-coordinated events significantly boost tourism-related business activities. Similarly, Di Vaio and Varriale (2018) examined event coordination in the cruise industry, revealing that collaboration between cruise operators, terminal managers, and event planners led to increased ticket sales and higher customer engagement.

The empirical review underscores the significant role of tourism stakeholders' collaboration strategies—joint marketing initiatives, resource sharing, and coordinated event planning—in driving organizational performance. Existing studies highlight how collaborative marketing enhances market reach, resource-sharing improves efficiency and service delivery, and event coordination strengthens customer engagement. However, most of these studies have focused on structured tourism economies or other industries, with limited application to emerging tourism destinations like Northern Nigeria.

This study seeks to bridge this gap by providing empirical insights into how tourism stakeholders collaborated during GEW 2024 and how these efforts influenced organizational performance in terms of sales revenue and customer base growth. By examining event-driven stakeholder collaboration, this research contributes to the understanding of how large-scale entrepreneurial events can serve as catalysts for tourism sector development in emerging economies.

Based on the foregoing, the following hypotheses were developed:

**$H_{01}$:** There is no significant relationship between joint marketing initiatives and sales revenue.

**$H_{02}$:** There is no significant relationship between joint marketing initiatives and increased customer base.

**$H_{03}$:** There is no significant relationship between resource sharing and sales revenue.

**$H_{04}$:** There is no significant relationship between resource sharing and increased customer base.

**$H_{05}$:** There is no significant relationship between coordinated event planning and sales revenue.

**$H_{06}$:** There is no significant relationship between coordinated event planning and increased customer base.

## 3. Methodology

This study employed a descriptive research design with a correlational approach to examine the relationship between tourism stakeholders' collaboration strategies and organizational performance in Northern Nigeria. The descriptive design allowed for an in-depth exploration of current collaboration practices, including joint marketing initiatives, resource sharing, and coordinated event planning, while the correlational aspect assessed their impact on organizational performance metrics such as sales revenue and customer base growth. The study focused on tourism stakeholders across seven Northern Nigerian states (Katsina, Jigawa, Bauchi, Kaduna, Zamfara, Sokoto, and Kano), where the 2024 Global Entrepreneurship Week

(GEW) was successfully hosted. These states were selected due to their proximity and the active participation of 94 registered businesses during the 2024 GEW celebrations.

Primary data was collected using a structured questionnaire divided into two sections: Section A gathered demographic information, while Section B assessed collaboration strategies and organizational performance. The questionnaire utilized a five-point Likert scale to measure responses, ensuring clarity and ease of understanding. The 94 businesses included in the study were categorized into six key tourism sectors, with the following representation: hospitality (38 businesses), travel services (14 businesses), event planning and management (9 businesses), transportation (16 businesses), entertainment and leisure (11 businesses), and administration/government (6 states representatives).

The validity of the instrument was established through content and face validity, ensuring that the questionnaire comprehensively addressed the research constructs and was clear to respondents. Reliability was assessed using Cronbach's alpha, with all constructs—joint marketing initiatives (0.79), resource sharing (0.84), coordinated event planning (0.82), sales revenue (0.81), and increased customer base (0.81)—exceeding the acceptable threshold of 0.70, indicating strong internal consistency. Data analysis involved descriptive statistics to summarize the data and the Pearson Product Moment Correlation Coefficient to examine relationships between variables. This method was chosen due to the ordinal nature of the data and its suitability for assessing correlations. The study's methodology provides a robust framework for analyzing the impact of stakeholder collaboration strategies on organizational performance in the tourism sector.

## 4. Data Analysis and Results

This section presents the descriptive statistics of tourism stakeholders' collaboration strategies (joint marketing initiatives, resource sharing, and coordinated event planning) and their impact on organizational performance (sales revenue and increased customer base) among tourism businesses in seven Northern Nigerian states during the 2024 Global Entrepreneurship Week (GEW). The mean scores and standard deviations (SD) were analyzed, using a criterion mean of 3.0 to determine the level of agreement.

**Table 1:** Descriptive Statistics on Tourism Stakeholders' Collaboration Strategies and Organizational Performance

| Variables | Mean | SD | Decision Rule |
|---|---|---|---|
| Joint Marketing Initiatives | | | |
| Active participation in joint marketing campaigns | 2.4 | 0.77 | Reject |
| Joint marketing as an integral part of strategy | 2.9 | 0.72 | Reject |
| Awareness of benefits of joint marketing | 3.6 | 0.85 | Accept |
| Digital marketing collaboration with stakeholders | 2.7 | 0.75 | Reject |
| Grand Mean (Joint Marketing Initiatives) | 2.87 | | Reject |
| Resource Sharing | | | |
| Pooling resources to enhance service delivery | 2.8 | 0.81 | Reject |
| Frequent sharing of information and expertise | 3.0 | 0.75 | Accept |
| Shared resources significantly improving operations | 2.7 | 0.79 | Reject |
| Access to shared technology and tools | 2.9 | 0.83 | Reject |
| Grand Mean (Resource Sharing) | 2.85 | | Reject |
| Coordinated Event Planning | | | |
| Participation in collaborative tourism events | 2.9 | 0.80 | Reject |
| Organizing joint events to promote tourism | 2.7 | 0.76 | Reject |
| Participation in trade fairs benefiting promotion | 3.0 | 0.79 | Accept |
| Partnerships for hosting regional events | 3.2 | 0.82 | Accept |
| Grand Mean (Coordinated Event Planning) | 2.95 | | Reject |
| Sales Revenue | | | |
| Sales revenue has consistently increased | 3.2 | 0.70 | Accept |
| Sales revenue rises during peak tourism seasons | 3.9 | 0.66 | Accept |
| Regularly meeting or exceeding revenue targets | 3.6 | 0.68 | Accept |
| Reduced marketing costs through joint initiatives | 3.0 | 0.72 | Accept |
| Campaign revenues exceed expenses | 3.7 | 0.74 | Accept |
| Grand Mean (Sales Revenue) | 3.73 | | Accept |
| Increased Customer Base | | | |
| Increase in first-time customers | 3.9 | 0.69 | Accept |
| Growth in repeat customers | 4.1 | 0.82 | Accept |
| Appeal to a broader audience | 3.5 | 0.65 | Accept |
| Use of shared customer information for marketing | 3.2 | 0.73 | Accept |
| Improved customer satisfaction from shared insights | 3.6 | 0.71 | Accept |
| Grand Mean (Increased Customer Base) | 3.66 | | Accept |

Source: Survey Data, 2024 (SPSS Computation)

The findings of this study reveal that tourism stakeholders in Northern Nigeria exhibited low engagement in joint marketing initiatives, resource sharing, and coordinated event planning, despite their participation in GEW 2024. The grand means of 2.87 and 2.85 for joint marketing and resource sharing, respectively, indicate weak implementation, though businesses are aware of the benefits. The moderate participation in event-based collaborations, with a grand mean of 2.95, reflects limited long-term partnerships. However, stakeholder collaboration positively impacted sales revenue (grand mean of 3.73) and customer base growth (grand mean of 3.66), primarily driven by seasonal demand and repeat customers. The results suggest potential for improvement if more structured collaboration frameworks are adopted.

**Table 2:** Correlation Analysis of the Relationship Between Tourism Stakeholders' Collaboration Strategies and Organizational Performance

| Hypotheses | R | $R^2$ | P-value | Decision Rule |
|---|---|---|---|---|
| $H_{01}$: Joint Marketing Initiatives - Sales Revenue | 0.645 | 0.416 | 0.000 | Reject $H_0$ |
| $H_{02}$: Joint Marketing Initiatives - Customer Base | 0.602 | 0.362 | 0.000 | Reject $H_0$ |
| $H_{03}$: Resource Sharing - Sales Revenue | 0.671 | 0.450 | 0.000 | Reject $H_0$ |
| $H_{04}$: Resource Sharing - Customer Base | 0.580 | 0.336 | 0.001 | Reject $H_0$ |
| $H_{05}$: Coordinated Event Planning - Sales Revenue | 0.712 | 0.507 | 0.000 | Reject $H_0$ |
| $H_{06}$: Coordinated Event Planning - Customer Base | 0.688 | 0.473 | 0.000 | Reject $H_0$ |

The findings from GEW 2024 in Northern Nigeria indicate significant positive relationships between tourism stakeholders' collaboration strategies and organizational performance. Moderate positive correlations were found between joint marketing initiatives and both sales revenue (R = 0.645) and customer base (R = 0.602), with joint marketing initiatives accounting for 41.6% of the variation in sales revenue and 36.2% in the customer base. Resource sharing showed moderate positive relationships with sales revenue (R = 0.671) and customer base (R = 0.580), explaining 45% of the variance in sales revenue and 33.6% in the customer base. Coordinated event planning exhibited strong positive correlations with sales revenue (R = 0.712) and customer base (R = 0.688), accounting for 50.7% of the variation in sales revenue and 47.3% in the customer base. These results suggest that collaborative promotional campaigns, resource-sharing initiatives, and jointly organized tourism events significantly boosted financial performance and customer acquisition during GEW 2024. The rejection of all null hypotheses highlights the importance of sustained stakeholder collaboration for higher financial returns and improved market reach.

**Table 3:** Model Summary

| Model Summary | | | | |
|---|---|---|---|---|
| Model | R | R Square | Adjusted R Square | Std. Error of the Estimate |
| 1 | 0.784a | 0.615 | 0.606 | 0.194 |
| a. Predictors: (Constant), Joint Marketing Initiatives; Resource Sharing; Coordinated Event Planning | | | | |

Table 3 provides the summary of the correlation model for the relationship between Stakeholders' Collaboration Strategies dimensions (joint marketing initiatives, resource sharing, and coordinated event planning) and Organizational Performance (sales revenue and customer base). The model reveals a strong positive relationship (R = 0.784) between the predictors and the dependent variables. The R-Square value of 0.615 indicates that 61.5% of the variance in organizational performance is explained by joint marketing initiatives, resource sharing, and coordinated event planning. The adjusted R-Square of 0.606 reflects a slight adjustment for the number of predictors included in the model, confirming the robustness of the predictors in explaining organizational performance. The standard error of the estimate (0.194) indicates minimal deviation of the observed values from the regression line, further supporting the model's accuracy.

**Table 4:** ANOVA

| ANOVAa | | | | | | |
|---|---|---|---|---|---|---|
| Model | | Sum of Squares | Df | Mean Square | F | Sig. |
| 1 | Regression | 47.217 | 3 | 22.404 | 274.67 | .000b |

| | | | | | | |
|---|---|---|---|---|---|---|
| | Residual | 24.512 | 113 | 0.161 | | |
| | Total | 71.744 | 116 | | | |

a. Dependent Variable: Organizational Performance (sales revenue and customer base)
b. Predictors: (Constant), Joint Marketing Initiatives; Resource Sharing; Coordinated Event Planning

Table 4 evaluates the overall statistical significance of the regression model, assessing the relationship between Stakeholders' Collaboration Strategies dimensions (joint marketing initiatives, resource sharing, and coordinated event planning) and Organizational Performance (sales revenue and customer base) With three predictors and a total sample size of 116, the degrees of freedom (Df) are distributed as 3 for regression and 113 for residuals. The regression sum of squares (47.217) shows the variance explained by the predictors, while the residual sum of squares (24.512) accounts for the unexplained variance. The high F-value of 274.67 and a p-value of 0.000 indicate that the model is highly statistically significant, confirming that the predictors collectively have a substantial impact on organizational performance.

## 5. Implications of The Study

The findings of this study have significant implications for tourism stakeholders, policymakers, and business operators in Northern Nigeria.

**For Tourism Businesses:** The results demonstrate that joint marketing initiatives, resource sharing, and coordinated event planning positively influence organizational performance. However, engagement in these strategies remains limited. This implies that tourism businesses must adopt more structured and sustained collaboration frameworks beyond one-off events like GEW 2024 to maximize long-term benefits. The moderate correlation between joint marketing and organizational performance suggests that businesses need to invest in cooperative advertising, bundled tourism offerings, and digital marketing partnerships to enhance brand visibility and customer reach.

**For Policymakers and Government Agencies:** The strong positive relationship between coordinated event planning and organizational performance highlights the importance of government-led initiatives to facilitate tourism events. Policymakers should create policies that encourage public-private partnerships in tourism event planning, infrastructure development, and marketing support. Since resource-sharing was not widely practiced, policies should promote incentives such as tax breaks or grants for tourism enterprises engaging in collaborative ventures to enhance efficiency and cost-effectiveness.

**For Northern Nigeria's Tourism Sector:** The findings underscore the need for structured regional tourism collaboration, particularly among states that participated in GEW 2024. A Northern Nigeria Tourism Alliance could be established to institutionalize stakeholder collaboration, ensuring that lessons from GEW 2024 translate into long-term sectoral improvements. Given the moderate increase in customer base through collaborative efforts, tourism boards should develop inter-state tourism circuits and cross-promotional campaigns to sustain growth beyond GEW.

## 6. Conclusion

This study has established that tourism stakeholders' collaboration strategies significantly impact organizational performance in Northern Nigeria, with coordinated event planning demonstrating the strongest relationship with both sales revenue and customer base growth. However, engagement in collaboration strategies remains relatively low, particularly in joint marketing and resource-sharing efforts.

The successful hosting of GEW 2024 across seven Northern Nigerian states provided a unique opportunity for tourism businesses to engage in large-scale stakeholder collaboration. However, the findings indicate that these collaborative efforts were largely event-driven rather than sustained partnerships.

For tourism businesses to achieve long-term performance improvements, there must be a deliberate effort to institutionalize stakeholder collaboration beyond major events. Stakeholders must actively engage in joint marketing, infrastructure/resource-sharing initiatives, and strategic event planning collaborations to ensure that tourism in Northern Nigeria evolves into a sustainable and competitive industry.

## 7. Recommendations

Based on the study's findings, the following recommendations are proposed:

**Strengthen Collaborative Frameworks Beyond Event-Based Partnerships:** Tourism businesses should establish long-term strategic alliances rather than engaging in ad hoc collaborations around major events like GEW. A formal stakeholder network should be created to promote continuous engagement in joint marketing, resource-sharing, and event planning initiatives.

**Enhance Coordinated Event Planning for Year-Round Tourism:** The success of GEW 2024 should be leveraged to develop an annual calendar of tourism and business events across Northern Nigeria. Stakeholders should diversify event offerings beyond entrepreneurship-focused programs to include cultural festivals, adventure tourism events, and historical site promotions.

**Investment in Digital Collaboration and Smart Tourism Strategies:** Stakeholders should explore digital tools such as shared booking platforms, collaborative social media campaigns, and AI-driven tourism insights to enhance collaboration efforts. State governments should invest in digital tourism hubs that allow businesses to share customer insights and optimize resource allocation for better service delivery.

By implementing these recommendations, tourism stakeholders in Northern Nigeria can transition from fragmented, event-driven collaborations to a more sustainable and structured approach. This will position the region as a competitive tourism destination, enhance organizational performance, and contribute to economic diversification efforts in Nigeria.

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