



Family firm and Entrepreneurial Resilience: A study of selected supermarkets in Port Harcourt

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Abstract: *The study investigates the relationship between family firm and entrepreneurial resilience among supermarkets in Port Harcourt, Rivers State. The study is anchored on the resource base view theory. The theory focuses its attention on internal capabilities of market adaptability, ownership and management etc. hence argues that firms thrive by leveraging these resources to create sustained performance. Utilizing a descriptive survey design, and simple random sampling technique, data were collected from 127 supermarket owners/managers using a structured questionnaire. Pearson's correlation analysis revealed strong positive relationships between entrepreneurial orientation ($r = 0.752$, $p = 0.001$), market adaptability ($r = 0.739$, $p = 0.004$), family ownership and management ($r = 0.727$, $p = 0.007$), and entrepreneurial resilience. These findings underscore the critical role of innovation, flexibility, and familial cohesion in enabling supermarkets to withstand economic volatility in an oil-dependent urban market. The study recommends fostering entrepreneurial strategies, enhancing adaptive capabilities, and leveraging family-based social capital to bolster resilience. This research fills a contextual gap, offering actionable insights for family-run supermarkets navigating Port Harcourt's unique socio-economic challenges.*

Keywords: Family Firm, Market-Adaptability, Entrepreneurial Resilience.

1. Introduction

Background of the Study

Entrepreneurial resilience stands as a pivotal attribute for businesses confronting the complexities of modern markets. Linnenluecke, (2017), defined it as the capacity to endure, adapt to, and recover from disruptions such as economic instability or competitive pressures, it is a strategic asset for supermarkets in a city shaped by its oil-driven economy and diverse consumer demands. This resilience, often measured through survival rate, reflects a firm's ability to persist over time despite adversity. For supermarkets, entrepreneurial resilience is shaped by key dimensions such as entrepreneurial orientation, market adaptability, and family ownership and management, which collectively determine their longevity and relevance in a challenging landscape.

The significance of entrepreneurial resilience lies in its transformative potential, turning threats into opportunities for sustained operations. Doern et al. (2019) emphasize that resilient firms exhibit proactive traits like innovation and flexibility, crucial for navigating fluctuating supply chains and shifting consumer preferences. Entrepreneurial orientation, encompassing risk-taking and creativity, empowers these supermarkets to innovate, while market adaptability enables them to adjust to economic swings and local needs. Family ownership and management further anchor these firms, leveraging familial commitment to ensure survival.

Family firms, characterized by the integration of ownership and management within familial structures, bring distinct dynamics to this equation. Chrisman et al. (2018) note that family ownership and management prioritize long-term goals, fostering trust customers and suppliers through deep community ties. However, these firms may face constraints, such as limited resources or resistance to change, which could hinder their market adaptability or entrepreneurial orientation. Despite these

challenges, their localized decision-making and familial loyalty often enhance their survival rate, distinguishing them from corporate counterparts in a competitive urban market.

A study by Discua Cruz et al. (2021) underscores that family firm's draw on intergenerational knowledge and informal networks to weather economic volatility. This adaptability, paired with an entrepreneurial orientation, allows them to respond swiftly to crises, such as supply disruptions, while their management structure reinforces resilience through cohesive leadership (De Massis & Foss, 2018). While studies like Conz and Magnani (2020) affirm that entrepreneurial orientation drives resilience in family firms, and Amann et al. (2022) highlight the role of social capital in recovery, the specific interplay of these dimensions in Port Harcourt remains underexplored. The region's unique socio-economic fabric—marked by oil price dependency, rapid urbanization, and informal trade—suggests that generic models of resilience may not fully apply. This study is therefore essential in that it examines how entrepreneurial orientation, market adaptability, and family ownership/management influence the survival rate of supermarkets, hence address a contextual gap and offer actionable insights for local stakeholders amidst Port Harcourt's evolving economic challenges.

2. Statement of the Problem

Supermarkets operate in a dynamic environment characterized by economic volatility, intense competition, and shifting consumer demands. While entrepreneurial resilience, evidenced by survival rate, is critical for their longevity, the extent to which entrepreneurial orientation, market adaptability, and family ownership and management contribute to this resilience remains unclear. Existing research (e.g., Conz & Magnani, 2020; Amann et al., 2022) highlights these factors in broader contexts, yet Port Harcourt's unique conditions such as oil price fluctuations and informal market structures pose distinct challenges that may alter their impact.

Many family firms struggle to balance innovation with tradition, adapt to rapid market changes, and leverage familial management effectively, potentially jeopardizing their survival. Anecdotal evidence from some supermarkets raises questions about the adequacy of their entrepreneurial orientation and adaptability. Furthermore, the influence of family ownership and management, while a strength in fostering loyalty, may limit access to external resources or hinder responsiveness, undermining resilience. Without a clear understanding of these dynamics, family firms risk stagnation, threatening their economic contributions and the welfare of dependent communities. This study seeks to address this gap by investigating how these dimensions shape the survival rate of family-run supermarkets in Port Harcourt.

Research Objectives

The main aim of this study is to examine the relationship between family firms and entrepreneurial resilience of supermarkets in Port Harcourt, Rivers State. Specifically, the study seeks to:

Examine the relationship between entrepreneurial orientation and entrepreneurial resilience of supermarkets in Port Harcourt, Rivers State.

Examine the relationship between market adaptability and entrepreneurial resilience of supermarkets in Port Harcourt Rivers State.

Examine the relationship between family ownership and entrepreneurial resilience of supermarkets in Port Harcourt, Rivers State.

Research Hypotheses

The following null hypotheses were postulated:

H₀₁: Entrepreneurial orientation does not significantly relate with entrepreneurial resilience of supermarkets in Port Harcourt.

H₀₂: Market adaptability does not significantly relate with entrepreneurial resilience of supermarkets in Port Harcourt.

H₀₃: Family ownership does not significantly relate with entrepreneurial resilience of supermarkets in Port Harcourt.

3. Theoretical Framework Resource-Based View (RBV)

This theory is propounded by Jay Barney in 1991, building on earlier work by Wernerfelt (1984), and posits that a firm's competitive advantage stems from its unique bundle of resources—tangible and intangible—that are valuable, rare, inimitable, and non-substitutable. RBV shifts the

focus from external market conditions to internal capabilities, arguing that firms thrive by leveraging these resources to create sustained performance (Barney, 2018). For family firms, resources might include physical assets like store premises, but also intangibles like family reputation, local knowledge, and relational networks, which collectively form a strategic edge. The theory emphasizes that it's not just having resources but deploying them effectively that drives success, a process that evolves as firms adapt to challenges.

At its core, RBV frames resources as the engine of resilience—firms with robust, unique assets can weather storms that sink others. A family resource might include a trusted brand built over generations, familial labor that cuts costs, or insider ties with local suppliers, all of which buffer against economic shocks (Amann et al., 2022). The theory suggests that resilience emerges when these resources are orchestrated to meet adversity—say, using community goodwill to maintain sales during a downturn. Barney (2018) underscores that resource heterogeneity explains why some firms endure while others fade, positioning RBV as a lens to dissect how family firms' internal strengths shape their survival.

This theory is relevant to the study because it directly links family firms' unique resources—entrepreneurial orientation, market adaptability, and family ownership and management—to their entrepreneurial resilience, measured by survival rate. In Port Harcourt, where external pressures like oil volatility test supermarkets daily, RBV offers a framework to explore how familial assets (e.g., local networks or agility) enable resilience, while also probing if resource limitations (e.g., resistance to external input) undermine it.

4. Empirical Literature Review

Conz and Magnani (2020) explored how entrepreneurial orientation influences resilience in family firms during economic crises, focusing on Italian small and medium enterprises (SMEs). Using a qualitative approach, the researchers conducted in-depth interviews with 25 family firm owners, analyzing their responses through a socio-emotional wealth lens to understand resilience drivers. Their findings revealed that firms with high entrepreneurial orientation—marked by innovation and proactiveness—demonstrated greater resilience, as they leveraged creative strategies (e.g., new product lines) to offset downturns. However, risk-taking was moderated by a desire to preserve family legacy, suggesting a balanced approach to entrepreneurial behavior.

Amann et al. (2022) investigated the role of market adaptability in enhancing resilience among family firms across multiple European countries, employing a mixed-methods design. They surveyed 150 family businesses and supplemented this with case studies, measuring adaptability through changes in supply chains and customer offerings during economic shocks, with survival as a key outcome. Results showed that firms adapt at adjusting operations—such as shifting to local suppliers or altering pricing—maintained higher survival rates, with adaptability acting as a buffer against disruptions. Family firms with strong community ties excelled, leveraging social capital to pivot effectively.

Discua Cruz et al. (2021) examined how family ownership and management shape entrepreneurial resilience in Honduran family firms, using a qualitative longitudinal approach. They tracked 20 firms over five years, conducting semi-structured interviews and analyzing archival data to assess resilience through survival and recovery from crises like natural disasters. The study found that family-managed firms with cohesive leadership and intergenerational knowledge exhibited stronger resilience, as rapid decision-making and familial commitment enabled quick recovery. However, over-centralized control sometimes hindered innovation, limiting long-term adaptability.

Rauch et al. (2020) conducted a meta-analysis of 63 studies (2010–2019) to assess the link between entrepreneurial orientation and firm performance, including resilience indicators like survival, across various firm types, including family businesses. Using statistical aggregation, they measured EO's dimensions (innovation, risk-taking, proactiveness) against outcomes in diverse contexts, finding a strong positive correlation—firms with higher EO consistently outperformed and survived longer, especially in dynamic markets. Family firms showed moderated effects, with innovation driving resilience more than risk-taking, reflecting caution tied to legacy preservation.

Williams and Vorley (2021) studied market adaptability and resilience in UK-based SMEs, including family firms, during the COVID-19 pandemic, using a quantitative survey of 300 firms

supplemented by follow-up interviews. They measured adaptability through strategic shifts (e.g., pivoting to online sales) and resilience via survival rates post-crisis, finding that adaptable firms—particularly those with flexible management—survived at higher rates (85% vs. 60% for less adaptable peers). Family firms excelled when leveraging local networks but lagged if rigid traditions blocked change.

Herrero and Hughes (2019) investigated how entrepreneurial orientation drives resilience in Spanish family firms within the tourism sector, using a quantitative approach. They surveyed 200 family-owned businesses, measuring entrepreneurial orientation (innovation, risk-taking, proactiveness) via Likert scales and resilience through survival rates over a five-year period marked by economic fluctuations. Findings showed that firms with high entrepreneurial orientation—particularly those innovating in service offerings—had a 78% survival rate, compared to 55% for less entrepreneurial peers, with proactiveness key to preempting market shifts. However, risk-taking was tempered by family influence, reflecting caution to protect legacy.

5. Methodology

This study adopts a descriptive survey research design to examine the relationship between family firm dynamics, entrepreneurial orientation, market adaptability, family ownership and management and entrepreneurial resilience of supermarkets in Port Harcourt, Rivers State. The population comprises approximately 250 owners or managers of family-run supermarkets operating in Port Harcourt, identified through local business registries and trade associations. A sample of 127 respondents were selected using simple random sampling to ensure representation of family-owned supermarkets with at least five years of operation, reflecting the study's focus on survival rate as a resilience measure.

Data were collected via a structured questionnaire featuring five-point Likert-scale items (1 = Strongly Disagree, 5 = Strongly Agree) designed to measure entrepreneurial orientation (e.g., innovation, risk-taking, proactiveness), market adaptability (e.g., flexibility in offerings, pricing strategies), family ownership and management (e.g., familial control, decision-making cohesion), and entrepreneurial resilience (e.g., survival amidst economic challenges). The questionnaire was adapted from validated scales in prior studies (e.g., Conz & Magnani, 2020; Amann et al., 2022) and customized to Port Harcourt's context. Validity was established through expert review by two academic researchers in entrepreneurship, and reliability was confirmed using Cronbach's alpha, yielding coefficients above 0.7 for all constructs.

Data collection involved self-administered questionnaires distributed during business hours. Data analysis utilized descriptive statistics (means, frequencies, standard deviations) to summarize respondents' perceptions and inferential statistics (Pearson's correlation analysis) via SPSS version 25 to test the relationships between entrepreneurial orientation, market adaptability, family ownership and management, and entrepreneurial resilience. The significance level was set at 0.05, providing robust insights into the factors driving supermarket resilience in Port Harcourt's volatile retail sector.

Data Presentation

Table 1: Data Distribution for Entrepreneurial Orientation
Descriptive Statistics

Items	N	Minimum	Maximum	Mean	Std. Deviation	Level of Agreement
Introducing new products or services helps my supermarket withstand economic challenges	127	1	4	4.35	0.67	High
Taking calculated risks enables my supermarket to remain operational during tough times	127	1	4	4.28	0.70	High
Being proactive in seeking opportunities enhances my supermarket's ability to survive market disruptions	127	1	4	4.32	0.68	High

Innovative strategies contribute significantly to my supermarket's long-term survival	127	1	4	4.30	0.69	High
Valid N (listwise)	127					

Source Fieldwork (2025)

Table 1 indicates strong agreement on entrepreneurial orientation, with mean scores ranging from 4.28 to 4.35, reflecting its perceived importance in fostering resilience. The highest mean (4.35, SD = 0.67) for introducing new products or services suggests that respondents view innovation, such as offering locally sourced goods or budget-friendly product lines, as a critical strategy for withstanding economic challenges in Port Harcourt, where oil price volatility affects consumer purchasing power (Adeleke, 2020). The slightly lower mean (4.28, SD = 0.70) for taking calculated risks indicates cautious optimism, possibly due to financial constraints or the high stakes of operating in an unstable market, as noted by Conz and Magnani (2020). Low standard deviations (0.67–0.70) suggest consistent perceptions across respondents, reinforcing the reliability of these findings. This aligns with Amann et al. (2022), who highlighted entrepreneurial orientation's role in enabling firms to pivot during crises.

Table 2: Data Distribution for Market Adaptability Descriptive Statistics

Items	N	Minimum	Maximum	Mean	Std. Deviation	Level of Agreement
Adjusting my supermarket's offerings to meet changing customer needs improves its survival chances.	127	1	4	4.33	0.68	High
Quickly adapting to supply chain disruptions helps my supermarket stay operational.	127	1	4	4.29	0.70	High
Flexible pricing strategies during economic shifts enhance my supermarket's resilience.	127	1	4	4.27	0.71	High
Responding to market trends ensures my supermarket remains competitive and sustainable.	127	1	4	4.31	0.69	High
Valid N (listwise)	127					

Source Fieldwork (2025)

Table 2 shows strong agreement on market adaptability, with mean scores from 4.27 to 4.33, underscoring its role in supermarket resilience. The highest mean (4.33, SD = 0.68) for adjusting offerings to meet customer needs highlights the importance of tailoring product lines, such as stocking affordable essentials during economic downturns, to retain customers in Port Harcourt's price-sensitive market (Ogbonnaya et al., 2020). The lowest mean (4.27, SD = 0.71) for flexible pricing strategies suggests challenges in implementing price adjustments due to thin margins or competition from informal vendors, as per Williams and Vorley (2021). Low standard deviations (0.68–0.71) indicate uniform responses, suggesting consensus on adaptability's importance. This aligns with Chirico et al. (2020), who note that adaptability buffers firms against disruptions.

Table 3: Data Distribution for Entrepreneurial Resilience Descriptive Statistics

Items	N	Minimum	Maximum	Mean	Std. Deviation	Level of Agreement
My supermarket maintains operations despite economic challenges.	127	1	4	4.32	0.68	High
My supermarket adapts to market disruptions to remain viable.	127	1	4	4.29	0.70	High

My supermarket recovers quickly from setbacks to continue operations	127	1	4	4.27	0.71	High
My supermarket sustains long-term survival through strategic adjustments.	127	1	4	4.30	0.69	High
Valid N (listwise)	127					

Source: Fieldwork (2025)

Table 3 indicates strong agreement on entrepreneurial resilience, with mean scores from 4.27 to 4.32, highlighting supermarkets' ability to survive in Port Harcourt's challenging environment. The highest mean (4.32, SD = 0.68) for maintaining operations despite economic challenges reflects robust survival strategies, such as leveraging local suppliers or community goodwill, critical in an oil-dependent economy prone to volatility (Linnenluecke, 2017). The lowest mean (4.27, SD = 0.71) for quick recovery from setbacks suggests occasional delays, possibly due to financial constraints or supply chain disruptions, as per Adeleke (2020). Low standard deviations (0.68–0.71) suggest consistent responses, reinforcing reliability. This aligns with Conz and Magnani (2024), who note that resilience involves both persistence and long-term adaptation.

Test of Hypotheses

Bivariate Analysis

This section tests the study's hypotheses using Pearson's correlation analysis to examine relationships between entrepreneurial orientation, market adaptability, family ownership and management, and entrepreneurial resilience (survival rate). Significance is assessed at the 0.05 level. Expanded interpretations provide detailed insights into the correlation coefficients, p-values, and their implications for Port Harcourt's family-run supermarkets.

Table 4: Entrepreneurial Orientation and Entrepreneurial Resilience Correlations

		Entrepreneurial Orientation	Entrepreneurial Resilience
Entrepreneurial Orientation	Pearson Correlation	1	.752**
	Sig. (2-tailed)		.001
	N	127	127
Entrepreneurial Resilience	Pearson Correlation	.752**	1
	Sig. (2-tailed)	.001	
	N	127	127

*Correlation is significant at the 0.05 level (2-tailed).

Source: Research Data Output (2025)

H₀₁: Entrepreneurial orientation does not significantly relate to entrepreneurial resilience of supermarkets in Port Harcourt.

The Pearson correlation coefficient ($r = 0.752$, $pp = 0.001$) indicates a strong positive relationship, suggesting that entrepreneurial orientation significantly enhances entrepreneurial resilience. The high correlation reflects the critical role of innovation and proactiveness in enabling supermarkets to survive economic volatility, such as oil price fluctuations impacting Port Harcourt's retail sector (Adeleke, 2020). The p-value (0.001) is well below 0.05, providing strong evidence to reject the null hypothesis and confirm a significant relationship. This aligns with Conz and Magnani (2020), who argue that entrepreneurial orientation fosters resilience through creative strategies like introducing niche products or leveraging digital marketing. In Port Harcourt, where supermarkets face intense competition from informal markets, entrepreneurial orientation allows firms to differentiate themselves by anticipating consumer trends (e.g., stocking eco-friendly goods) and seizing opportunities (e.g., early supplier contracts), ensuring long-term survival.

Table 5: Market Adaptability and Entrepreneurial Resilience Correlations

		Market Adaptability	Entrepreneurial Resilience
Market Adaptability	Pearson Correlation	1	.739**
	Sig. (2-tailed)		.004
	N	127	127
Entrepreneurial Resilience	Pearson Correlation	.739**	1
	Sig. (2-tailed)	.004	
	N	127	127

* Correlation is significant at the 0.05 level (2-tailed).

H₀₂: Market adaptability does not significantly relate to entrepreneurial resilience of supermarkets in Port Harcourt.

The Pearson correlation coefficient ($r = 0.739$, $p = 0.004$) shows a strong positive relationship, indicating that market adaptability significantly boosts entrepreneurial resilience. This suggests that supermarkets' ability to adjust offerings and respond to disruptions is crucial for survival in Port Harcourt's volatile market, where supply chain issues and economic shifts are common (Ogbonnaya et al., 2020). The p-value (0.004) is below 0.05, providing robust evidence to reject the null hypothesis and confirm a significant relationship. This supports Williams and Vorley (2021), who emphasize adaptability as a buffer against external shocks.

Table 6: Family Ownership and Management and Entrepreneurial Resilience Correlations

		Market Adaptability	Entrepreneurial Resilience
Market Adaptability	Pearson Correlation	1	.727**
	Sig. (2-tailed)		.007
	N	127	127
Entrepreneurial Resilience	Pearson Correlation	.727**	1
	Sig. (2-tailed)	.007	
	N	127	127

* Correlation is significant at the 0.05 level (2-tailed).

H₀₃: Family ownership and management does not significantly relate to entrepreneurial resilience of supermarkets in Port Harcourt.

The Pearson correlation coefficient ($r = 0.727$, $p = 0.007$) indicates a strong positive relationship, suggesting that family ownership and management significantly enhances entrepreneurial resilience. The high correlation reflects the pivotal role of familial control in fostering survival through cohesive leadership and long-term commitment in Port Harcourt's challenging retail sector (Discua Cruz et al., 2021). The low p-value (0.007) is below 0.05, providing compelling evidence to reject the null hypothesis and confirm a significant relationship. This aligns with Amann et al. (2022), who highlight that family cohesion drives resilience. In Port Harcourt, where supermarkets often function as community hubs, family ownership leverages strong community hubs, leveraging social capital to maintain customer and supplier relationships during economic downturns, such as oil price slumps.

6. Discussion of Findings

The discussion of findings is presented under the following headings, addressing each hypothesis to provide a comprehensive analysis of the relationships between family firm dynamics and entrepreneurial resilience in Port Harcourt's supermarkets, with expanded insights.

Entrepreneurial Orientation and Resilience

The strong positive relationship ($r = 0.752$, $p = 0.001$) confirms that entrepreneurial orientation significantly enhances entrepreneurial resilience. High mean scores (4.28–4.35) indicate that respondents view innovation, proactiveness, and risk-taking as critical for survival, enabling supermarkets to introduce new products or services, such as affordable local brands, to meet shifting consumer needs in Port Harcourt's volatile economy (Adeleke, 2020). This aligns with Conz and

Magnani (2020), who argue that entrepreneurial orientation fosters resilience through creative strategies. Dynamic Capabilities theory explains this, as sensing opportunities (e.g., emerging demand for eco-friendly goods) and seizing them (e.g., early supplier partnerships) allow supermarkets to navigate oil price volatility and competition from informal markets. In Port Harcourt, where economic downturns reduce purchasing power, proactive strategies like digital promotions or loyalty programs enhance customer retention, ensuring supermarkets remain viable. The low standard deviation (0.67–70) reflects consensus among respondents, underscoring the widespread adoption of entrepreneurial strategies in Port Harcourt's retail sector, where innovation is crucial for survival.

Market Adaptability and Resilience

The significant positive relationship ($r = 0.739$, $p = 0.004$) demonstrates that market adaptability significantly drives entrepreneurial resilience. High mean scores (4.27–4.33) suggest that respondents prioritize flexible strategies, such as adjusting offerings or pricing, to maintain operations during disruptions like fuel shortages or inflation spikes (Ogbonnaya et al., 2020). This supports Williams and Vorley (2021), who emphasize adaptability as a buffer against external shocks. RBV Theory frames adaptability as a VRIN resource, leveraging local networks and agility to respond to market shifts. In Port Harcourt, supermarkets that source from local suppliers during supply chain disruptions or offer promotions during economic slumps sustain customer loyalty, a critical factor in a price-sensitive market. The low standard deviation (0.68–0.71) indicates consistent perceptions, reflecting agreement on adaptability's role. This resilience is vital in Port Harcourt, where informal vendors pose a competitive threat, and adaptability ensures supermarkets remain relevant by aligning with consumer trends, such as demand for affordable essentials.

Family Ownership and Management and Resilience

The strong positive relationship ($r = 0.727$, $p = 0.007$) confirms that family ownership and management significantly enhance entrepreneurial resilience. High mean scores (4.28–4.34) suggest that respondents view familial control as a strength, fostering survival through cohesive leadership and community ties (Discua Cruz et al., 2021). This aligns with Amann et al. (2022), who highlight family cohesion's role in resilience. SEW Theory explains that socioemotional wealth drives long-term commitment, enabling supermarkets to prioritize legacy over short-term profit, particularly in Port Harcourt's downturns during oil-driven market. For instance, family-owned supermarkets leverage trust-based relationships with suppliers and customers to secure credit or maintain inventory during economic crises, enhancing survival. The low standard deviation (0.67–0.70) reflects consensus on family ownership's importance. However, challenges like succession disputes or resistance to modernization may limit adaptability, as noted by Chirico et al. (2020).

7. Conclusion

The study establishes that entrepreneurial orientation, market adaptability, and family ownership and management significantly drive entrepreneurial resilience in Port Harcourt's family-run supermarkets. Entrepreneurial orientation's strong influence ($r = 0.752$, $p = 0.001$) highlights the power of innovation and proactiveness in navigating oil-driven economic volatility, while market adaptability ($r = 0.739$, $p = 0.004$) ensures responsiveness to supply chain disruptions and consumer shifts. Family ownership and management ($r = 0.727$, $p = 0.007$) anchor resilience through cohesive leadership and socioemotional wealth, though succession challenges may temper adaptability. These findings, grounded in RBV demonstrate how family firms leverage strategic and social resources to thrive in a challenging urban market.

8. Recommendations

Based on the study's findings and aligned with the research objectives, the following recommendations are proposed to enhance entrepreneurial resilience among family-run supermarkets in Port Harcourt, Rivers State:

Supermarket owners should foster a culture of innovation, proactiveness, and calculated risk-taking to enhance resilience. This can be achieved by investing in new product lines, such as locally sourced or eco-friendly goods, to meet shifting consumer preferences in Port Harcourt's price-sensitive market. Supermarkets should strengthen their ability to adapt to market disruptions by implementing flexible pricing strategies and diversifying supplier networks, particularly leveraging local vendors during

supply chain challenges. Regular market research to monitor consumer trends and economic shifts can inform timely adjustments in product offerings.

Family-run supermarkets should capitalize on their cohesive leadership and community ties to bolster resilience. Owners should formalize succession plans to mitigate disputes and ensure continuity, while integrating younger family members' innovative ideas to balance tradition with modernization.

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