
**Business Environment Requirements and Early-stage Logistics
Entrepreneurship Performance in Nigeria**

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Abstract

This study, titled Business Environment Requirements and Early-Stage Logistics Entrepreneurship Performance in Nigeria, examined how regulatory, financial, infrastructural, institutional, and market conditions influence logistics start-ups. A quantitative cross-sectional survey design was adopted, targeting 8,500 registered logistics SMEs (SMEDAN, 2023). Using stratified random sampling, 425 questionnaires were distributed, exceeding the calculated sample size of 368 to address non-response; 398 valid responses were analyzed using SPSS v28. Reliability was confirmed with Cronbach's alpha values above 0.70. Pearson correlation and multiple regression analyses revealed a statistically significant model ($F(5,392) = 104.6$, $p < 0.001$), explaining 57% of the variance in performance ($R^2 = 0.571$). Institutional and policy support had the strongest effect ($\beta = 0.242$), followed by regulatory/legal ($\beta = 0.218$), financial/economic ($\beta = 0.201$), infrastructure ($\beta = 0.189$), and market-related factors ($\beta = 0.171$). The study concludes that early-stage logistics performance is strongly embedded within its business environment. It recommends regulatory simplification, targeted financing mechanisms, sustained infrastructure investment, and strengthened institutional implementation to enhance start-up survival and growth.

Keywords: Business Environment; Infrastructure; Institutional Support; Logistics Entrepreneurship; SME Performance.

Word Counts: 166

1. Introduction

The Nigerian logistics sector functions as a vital system that enables goods and services to move throughout the country while supporting trade and economic development and market integration activities. The success of Nigerian businesses depends on efficient logistics systems because these systems function as essential infrastructure that small and medium enterprises (SMEs) need to maintain their operations and access markets through dependable transportation, warehousing, and distribution networks (Emeje, 2019). The sector demonstrates its high importance through its direct link to supply chain operations because its logistics performance results in improved

operational efficiency and cost savings for manufacturing, distribution and retail businesses. Logistics management serves as the primary factor which determines small business success by improving service quality while decreasing operational expenses and enabling business expansion in areas that experience poor infrastructure and high transportation costs (Okunsanya & Azmat, 2025; Amuka & Ezinna, 2021; Ojadi & Walters, 2015).

The Nigerian government shows its commitment to economic progress through its logistics infrastructure development efforts, which include port improvement projects and logistics hub construction. The construction of new logistics parks and the modernization of seaport facilities will reduce ongoing supply chain disruptions because these projects will help the business distribution routes to function better. Both the implementation of the regulation and the development of infrastructure and the establishment of stable policy systems exist as vital elements that determine how logistics businesses can create their business operations and grow their companies (Amuka & Ezinna, 2021).

Last-mile delivery services, freight forwarding, and warehousing solutions define the range of activities that exist in Nigeria's early-stage logistics entrepreneurship sector, together with the new digital platforms that seek to create new logistical solutions through their inventive operational methods. The fast growth of logistics technology-based companies demonstrates the challenges and opportunities that exist for people who want to create their own business in this industry. Digital platforms that operate through internet technology have emerged as a solution to network gaps between supply chain partners because they address fragmented systems and infrastructural challenges in physical areas. The success and long-term viability of these businesses depend on the conditions that govern their operational area (Logue et al., 2025; Oluwakoya, 2023; Martín-Peña et al., 2024).

The Nigerian business climate stands as the primary factor that determines how well businesses operate specifically for small and medium enterprises and new start-up companies. A supportive business environment maintains its structure through stable regulatory frameworks, which function with transparent systems and established economic guidelines, and provides financial institutions with complete access to necessary resources and proper business facilities, and creates institutional support systems. The majority of these components display unstable performance throughout Nigeria, which results in higher business operational costs and increased risk for new logistics companies. Studies on SMEs across sectors highlight that external environmental factors such as policy volatility, infrastructure inadequacies, and limited access to affordable finance significantly impact business survival and growth trajectories (Olumide, 2024; Jayeola & Ihinmoyan, 2018; Akinlabi et al., 2021; Aniah, 2024).

Therefore, the three types of requirements, which include business registration processes and licensing requirements, plus customs procedures and tax compliance frameworks, create substantial obstacles that early-stage logistics entrepreneurs must overcome to establish their businesses. The administrative obstacles that businesses face lead to delays in entering the market and create additional operational challenges for businesses that operate with limited

resources. Young logistics companies face financial and economic constraints because they cannot obtain credit, which leads to high interest rates and unpredictable currency fluctuations. The financial development research together with the entrepreneurship growth studies in Nigeria show that financial inclusion and capital access remain major obstacles that block new business development despite the macroeconomic importance of SMEs (Olabosinde & Oludele, 2025; Gupta et al., 2020; Omiete & Sunday-Goya, 2023).

The availability of infrastructure stands as a vital business element that directly impacts logistics entrepreneurship activities. The road networks, together with power supply, ICT infrastructure, and transport accessibility, control how effectively goods move between regions because they determine delivery times and delivery expenses, and customer satisfaction levels. The research on transportation accessibility within Nigerian urban areas demonstrates that both road conditions and transport service availability determine how well businesses can expand, but the existing infrastructural limitations keep businesses from reaching their maximum development capabilities (Olabosinde & Oludele, 2025).

Also, the institutional and policy support, which includes government business support agencies and entrepreneurship development programmes, together with strategic policy frameworks, reduces some of these obstacles experienced by entrepreneurs. The effectiveness of support mechanisms suffers because policy inconsistency, together with weak institutional alignment hamper the realization of expected advantages. The analysis of Nigeria's entrepreneurial ecosystem shows that its policy frameworks, together with infrastructural problems and misaligned support systems, create uneven competition between entrepreneurs, which leads to ineffective business results for new ventures that attempt to navigate complex markets. (Umar et al., 2022; Baba et al., 2025; Egere et al., 2024).

The existing research gap exists because researchers have not studied how different aspects of the business environment affect the performance of early-stage logistics entrepreneurship in Nigeria. The existing literature on Nigerian SMEs discusses various common obstacles, which include financing difficulties and policies that lack consistency, together with infrastructure limitations, but it does not examine the logistics sector or early-stage businesses in particular. The operational and environmental challenges that logistics entrepreneurship must face set it apart from all other SME classifications because of its need to deliver goods on time, its dependence on physical transport networks, and its need to comply with customs and border governance systems. The scarce research about logistics in Nigeria emphasizes acceptance research and patronage research while studying technology usage in e-commerce logistics instead of researching how regulatory conditions, financial conditions, infrastructural conditions, and institutional conditions impact entrepreneurial success (Tella & Ogundeinde, 2024; Dada et al., 2025).

This study aims to fill the existing research gap by conducting a systematic investigation that examines how business environment requirements affect early-stage logistics entrepreneurship in Nigeria. The research will establish new academic knowledge about the entrepreneurship

relationship with business environments in developing economies while delivering practical knowledge that policymakers, business support organizations, and logistics entrepreneurs can use. The understanding of these relationships enables organizations to create specific strategies that improve business operations while driving logistics venture growth, which ultimately leads to national economic development goals.

1.1 Statement of Problem

The logistics sector in Nigeria functions as an essential component for trade and economic development, yet it encounters fundamental obstacles that prevent early-stage logistics startups from achieving effective business operations. The national economy depends on logistics as its essential support system, which enables commercial activities, manufacturing operations, and service delivery systems to function; however, existing business conditions in Nigeria generate operational expenses that remain high and delivery times that exceed acceptable limits and diminish the competitive strength of both logistics startups and small businesses in the market. The Nigerian logistics market demonstrates growth potential through rising e-commerce and trade activities, yet its development remains blocked by widespread infrastructure deficiencies, which include inadequate road systems and restricted rail access, and overcrowded ports that result in higher transportation expenses and decreased service dependability for logistics companies (Noel & Orimolade, 2026; Effa et al., 2023).

Entrepreneurs who want to establish logistics businesses face challenges that stem from poor road conditions and insufficient transportation infrastructure. Young logistics ventures in Nigeria experience obstacles to operational success because they face high logistics expenses, which result from distance and traffic congestion, and a lack of dependable transportation networks, while their market access competes against established domestic and international companies with better infrastructural resources and operational advantages. Research shows that inefficient logistics networks and infrastructure challenges elevate operational costs and delay deliveries, thereby weakening the service quality and growth prospects of firms that lack substantial capital buffers (Ahmed, 2025; Ibrahim et al., 2024; Kuteyi & Winkler, 2022; Akpe et al., 2021; Adewole, 2019).

Early-stage logistics entrepreneurs face difficulties in their business operations because they need to comply with business regulatory and legal requirements, which exist in addition to infrastructure challenges. Logistics entrepreneurs must deal with a complicated regulatory system that includes multiple regulatory requirements that overlap with bureaucratic barriers and compliance processes that lack government transparency, which creates heavy administrative duties while restricting their ability to run their business operations. The complex regulatory environment affects multiple government agencies, customs procedures, taxation systems, and licensing systems, which creates uncertainty that extends the time required for new logistics businesses to enter the market (Drinkwater & Robinson, 2023).

Early-stage logistics entrepreneurs encounter financing obstacles because they experience investor difficulties in their financial journey. Despite the sector's capacity to create jobs and

enhance economic integration, many logistics startups face difficulty securing formal credit due to perceived high risk, lack of robust financial documentation, and limited collateral. The financing gap prevents logistics companies from acquiring important operational resources, which include vehicles and warehousing facilities, and digital systems that enable them to expand their operations while increasing their efficiency. Nigerian SMEs experience business growth limitations because they face capital access problems and formal credit access issues, which force most innovators to depend on informal financing resources that do not provide adequate support for their business expansion (Olorunsola & Nwankwo, 2023; Ermawati, 2025). The institutional and policy support systems that exist to develop entrepreneurship programmes show inconsistencies, poorly executed initiatives, and fragmented structures, which reduce their capacity to tackle the main obstacles that logistics SMEs experience. Policy volatility and misalignment between institutional mandates further complicate strategic planning for early-stage enterprises, diminishing investor confidence and discouraging long term commitment to sector development. The existing institutional deficiencies require the establishment of consistent and organized policy frameworks that provide long-term backing for new businesses while supporting the achievement of national economic goals (Akamike & Okonkwo, 2024; Akwe et al., 2025; Akomolehin et. al., 2025).

Existing research has thoroughly documented Nigeria's business environment and SME challenges, yet there remains an empirical research gap that needs to be addressed regarding the specific impact of business environment elements that include regulatory/legal frameworks, financial and economic conditions, infrastructure availability, institutional and policy support on the operational success of early-stage logistics venture operations. The majority of current research studies explore general SME environments without focusing specifically on logistics entrepreneurship, despite the sector dealing with unique dependence factors that derive from its need to manage operations that involve regulatory requirements, time-sensitive operations, and capital-intensive resources. The established dynamics between these two elements show that logistics startups operate in a condition of heightened vulnerability to environmental changes when compared to established businesses, which possess significant financial resources.

The research gap requires examination to identify the environmental factors that promote or obstruct the operational success and growth capacity, and long-term sustainability of early-stage logistics ventures within Nigeria. The required knowledge base serves as the foundation for creating particular programmes which will enhance the entrepreneurial ecosystem by establishing better entry conditions that enable the logistics sector to generate its complete economic capacity. A study that examines the business environment requirements in Nigeria and their impact on logistics entrepreneurship operational success requires immediate research to develop policies and practices that will shape future research directions.

1.2 Research Questions

1. How do regulatory and legal requirements affect the performance of early-stage logistics entrepreneurship in Nigeria?
2. What is the impact of financial and economic requirements on the operational performance of early-stage logistics firms in Nigeria?
3. To what extent does infrastructure availability influence the growth and operational success of early-stage logistics enterprises in Nigeria?
4. How does institutional and policy support affect the sustainability of early-stage logistics entrepreneurship in Nigeria?

1.3 Research Objectives

1. Examine the effect of regulatory and legal requirements on the performance of early-stage logistics entrepreneurship in Nigeria.
2. Assess the impact of financial and economic requirements on the operational performance of early-stage logistics firms in Nigeria.
3. Evaluate the influence of infrastructure availability on the growth and operational success of early-stage logistics enterprises in Nigeria.
4. Analyze the role of institutional and policy support in promoting the sustainability of early-stage logistics entrepreneurship in Nigeria.

1.4 Research Hypotheses

H0₁: Regulatory and legal requirements have no significant effect on the performance of early-stage logistics entrepreneurship in Nigeria.

H0₂: Financial and economic requirements have no significant impact on the operational performance of early-stage logistics firms in Nigeria.

H0₃: Infrastructure availability has no significant influence on the growth and operational success of early-stage logistics enterprises in Nigeria.

H0₄: Institutional and policy support has no significant effect on the sustainability of early-stage logistics entrepreneurship in Nigeria.

2.0 Literature Review

2.1 Conceptual Review

2.1.1 Early-Stage Logistics Entrepreneurship

The term early-stage logistics entrepreneurship describes business startups that operate within their initial five years by transporting, storing, and delivering goods through supply chains. The firms operate their business under three major constraints, which include restricted resource access, unpredictable business conditions, and the requirement to compete against other firms in their field. Logistics startups differ from most other small and medium-sized enterprises (SMEs) because they rely on physical infrastructure, regulatory compliance, fleet management, warehousing systems, and last-mile delivery networks as their main operational resources. The

companies assume a special risk because their operations depend on factors such as fuel price fluctuations, road condition changes, port operational capacity, and government policy changes. The logistics sector in Nigeria has become an essential economic growth driver, which provides strategic value to the country's economy. The sector maintains an operational base that includes many assets and employs numerous workers, yet its actual usage capacity remains low because of multiple structural limitations (News Agency of Nigeria, 2024; Onyema, 2025). The constraints that exist in the industry create major obstacles that prevent new logistics companies from achieving their business goals.

Performance in early-stage logistics firms can be assessed using indicators such as business survival, revenue growth, market expansion, innovation adoption, and operational efficiency. These measures reflect a company's capability to handle environmental challenges while it takes advantage of new business possibilities. The Nigerian entrepreneurship literature continues to grow, yet researchers have studied logistics startups and their environmental impacts at restricted levels. The existing research gap demands a better understanding of early-stage logistics entrepreneurship through both theoretical frameworks and specific research studies (Owoeye, 2025; Fajarika et al., 2024; Gajere, 2023; Oluremi & Maku, 2024).

2.1.2 Regulatory and Legal Requirements

The business regulations, which include legal requirements and compliance guidelines, establish the standards that businesses must follow to establish and run their operations. Logistics companies in Nigeria must fulfill specific requirements, which include company registration, permit acquisition, tax obligations, customs procedures, freight regulations, and additional requirements that pertain to their particular industry. The Companies and Allied Matters Act (CAMA 2020) establishes a business registration system, but actual compliance with its requirements proves to be more difficult and time-consuming than expected, according to Obagboye and James (2024).

The regulatory environment that exists in logistics enterprises creates two major challenges for businesses, which include obstacles to entry and the resulting expenses. The presence of multiple licensing requirements together with tax authorities who share similar responsibilities, customs services, and transport regulators leads to delays in market entry while creating additional expenses to conduct business. The existence of bureaucratic obstacles makes it difficult for managers to concentrate on essential business functions, which results in reduced flexibility and growth capacity for the organization.

The research findings demonstrate that businesses that operate with transparent and efficient regulatory systems experience better business operations, while entrepreneurs achieve better business results. The logistics sector requires strong regulatory standards because it depends on transportation systems, port services, and international trade activities. Shipping delays, port traffic jams, and inconsistent enforcement of regulations lead to higher operational expenses, which result in decreased reliability of services. The challenges these companies face can lead to their complete shutdown because they do not have enough financial resources to survive the

obstacles. The regulatory system, together with legal frameworks, functions as an essential factor that enables or blocks the operational effectiveness and sustainable growth of Nigerian logistics startups.

2.1.3 Financial and Economic Requirements

Financial and economic requirements establish the essential financial resources needed by logistics entrepreneurs to take their first steps into business, maintain their operations, and build their business activities. The resources needed for this purpose include vehicle capital, warehouse facilities, technological assets, working capital, and operational expansion capacity. The availability of reasonably priced financing presents a significant obstacle for small and medium-sized enterprises in Nigeria that operate logistics startups. The financial requirements of traditional financial institutions, including collateral demands and required high interest rates, and their need for extensive documentation, create problems for early-stage companies, which must then turn to their personal savings and informal credit methods. Eneh and Jacob (2025) explain that the financing gap stops businesses from spending on productivity-building assets, which hinders their growth.

The Development Bank of Nigeria DBN operates as a state-sponsored institution that develops MSME financing through its risk-sharing programmes and targeted lending approach. Logistics entrepreneurs exhibit differing levels of knowledge about the programmes because structural economic conditions, which include inflation, exchange rate volatility, and macroeconomic instability, create further restrictions on their activities (Luke and Walters 2023).

The economic requirements encompass all operational costs, which include fuel expenses, labour expenses, insurance expenses, and maintenance expenses. The combination of high fuel prices with macroeconomic uncertainty pushes up operational costs, which results in profit losses for startups that lack the capacity to achieve economies of scale. Nigerian entrepreneurs face two major obstacles that block their path to success, which are financing difficulties and inadequate infrastructure (Istana et al 2021).

Financial and economic requirements serve as two types of factors that determine both the performance of logistics startups and their business environment. Companies require sufficient financial resources to support their technology investments, employee development, service growth, and business operations management during competitive market situations. The performance of early-stage logistics ventures in Nigeria will improve through the implementation of inclusive finance initiatives and economic stabilizing policies, which help to solve existing problems.

2.1.4 Infrastructure Availability

The term infrastructure availability describes all physical and technological assets that create support for logistics operations through their transport networks and ports, power supply, ICT systems, and storage facilities. The infrastructure deficits that developing economies face create

critical obstacles that hinder business operations in Nigeria, which serves as a particular instance of this problem. The combination of poor roads, unreliable electricity, congested ports, and limited modern warehousing facilities leads to higher operational costs and decreased efficiency, which affects early-stage logistics firms because they cannot handle such high expenses (Okpalaoka, 2021; Asaju et al., 2026).

The logistics performance of a system establishes its fundamental connection between transport infrastructure and the effectiveness of its delivery system. The Apapa Port Complex serves as a primary import/export hub that operates major ports and corridors. The system experiences delays because of congestion and bottlenecks, which affect cargo clearance and ship transit time (Asaju et al., 2026; Jiddah, 2025; Skorobogatova & Kuzmina-Merlino, 2017).

The electricity supply system experiences power outages, which lead to increased operational expenses because diesel generators become necessary for backup power. The critical role of ICT infrastructure depends on its capability to enable real-time planning, tracking, and coordination of supply chain operations, which serves as a competitive advantage for supply chain performance (Sarangi & Pradhan, 2020).

The Infrastructure Concession Regulatory Commission (ICRC) seeks to draw private investors through public-private partnerships to achieve this goal because infrastructure development generates economic value based on its established public-private partnership policies. The early-stage logistics entrepreneurs require proper infrastructure to achieve operational efficiency while accessing markets and delivering reliable services and maintaining competitive costs despite existing deficiencies, which act as systemic barriers to their business growth (Emeje et al., 2024).

2.1.5 Institutional and Policy Support

Institutional frameworks, governmental programmes, institutional capacity building, and policy instruments work together to create an environment that supports entrepreneurial activities and drives economic progress. The programme includes entrepreneurship development programmes, trade facilitation policies, PPP frameworks, tax incentives, and public agency support. The combination of effective policymaking and institutional backing establishes an enabling environment that creates development pathways by decreasing uncertainty and building institutional pathways and shared economic development between stakeholders.

Nigerian entrepreneurial ecosystems face three main obstacles, which stem from inconsistent policies, poor institutional links, and inadequate SME assistance systems. The Nigerian entrepreneurial ecosystem research shows that insufficient institutional framework alignment with business needs creates business performance issues because crucial support elements like financing, market access, and resource availability stay deficient despite government policy backing (Emeje et al., 2024)

Government-backed reforms that establish institutional support through their operational procedures decrease bureaucratic obstacles and make business operations simpler. The CAMA

2020 reforms have made corporate registration easier but require additional work to create better enforcement methods, decrease corruption, and standardize government regulations (Obagboye and James, 2024).

Research shows that institutional support, which follows a predictable schedule, helps companies perform better because it creates stable market conditions and simplifies market entry, and reduces the costs businesses incur when they follow government regulations. The policies that support entrepreneurship training, business incubators, and industry development programmes lead to more active business ecosystems. The research results show that institutional support systems create a favourable environment, which helps new businesses develop better business operations, better investment capacity, and stronger business recovery abilities (Obagboye and James, 2024).

The dual function of institutional and policy support shapes two separate processes, which create structural incentives and reduce systemic obstacles that determine how logistics companies handle challenging business conditions while achieving their sustainable goals.

2.1.6 Market, Competitive, Security, and Socio- Cultural Environment

The market, competitive, security, and socio- cultural environment make up the entire external environment that impacts business operations through factors beyond regulatory, financial, and infrastructural constraints. The market environment creates logistics opportunities through demand conditions, customer preferences, competition levels, and trends in technology adoption, which businesses must navigate as operational challenges. The logistics industry requires businesses to compete against e- commerce companies, which operate their own delivery systems alongside larger competitors.

Jumia demonstrates its competitive strategy through its development of warehouse and delivery functions, illustrating how market pressure drives companies to develop new services while establishing barriers that prevent small logistics firms from entering the industry (Ufere, 2025). The logistics industry incurs costs because thieves and vandals, as well as transport routes, face security issues that lead to damage. These risks cause supply chain disruptions, increase insurance costs, and reduce investment activity in certain geographic areas. Socio- cultural conditions, including workforce skill levels, entrepreneurial attitudes, and customer expectations, influence how logistics services are designed and delivered. The service models of formal logistics firms must adapt to match local market practices and trust relationships that exist where informal networks dominate.

Research on entrepreneurship indicates that environmental complexity, such as competition and security concerns, can lower firm performance if not properly anticipated and managed. Organizations operating within unstable environments must handle extra expenses for transactions and risk management, which affect their ability to conduct business activities (Tella & Ogundeinde, 2024).

Understanding the market, competitive, security, and socio-cultural environment is crucial because it sets specific conditions under which logistics entrepreneurs can achieve their business goals. This highlights that business success depends on both internal strengths and external market conditions.

2.2 Theoretical Review

2.2.1 Institutional Theory

The theory of institutional environments, according to DiMaggio and Powell 1983 explains how organizations behave and perform based on their institutional surroundings, which consist of official regulations and social norms. The theory identifies three mechanisms of institutional pressure which organizations use to respond to institutional demands: organizations must comply with regulatory requirements through coercive pressure and they must implement successful practices through mimetic pressure and they must follow professional standards and cultural expectations through normative pressure.

The institutional environment of Nigeria contains regulatory difficulties, which lead to inconsistent policy application and weak implementation results in institutional gaps that disrupt business operations. Research on Nigerian SMEs shows that institutional factors affect how entrepreneurs build self-efficacy and recognize opportunities and gather resources, which leads to business growth and sustainability (Eniola, 2020).

The application of Institutional Theory to early-stage logistics entrepreneurship shows how formal and informal institutional forces impact business results. Startups must navigate multiple operational challenges, which include complex registration processes, customs and transport regulations, and industry standards, which lead to increased operational costs and entry barriers. The adaptation strategies of people are affected by informal socio-cultural norms that make them depend on personal networks for resource acquisition. The framework of Institutional Theory helps people understand how Nigeria's regulatory and policy environments impact the ability of logistics startups to operate. The study shows that institutional requirements, which include both formal and informal elements, determine how successful early-stage logistics ventures will perform and survive.

2.2.2 Entrepreneurial Ecosystem Theory

The Entrepreneurial Ecosystem Theory explains entrepreneurship as a result of multiple ecosystem elements, which include finance, markets, infrastructure, institutions, human capital, and culture that determine the success and growth of start-up businesses. The ecosystem perspective shows how different environmental elements and their connection through networks and support systems determine the success of entrepreneurial work, while individual-focused theories study personal entrepreneurship development. The approach has become more popular because it shows how entrepreneurial environments in developing economies have multiple dimensions that keep changing over time. The financing, institutional support, infrastructure, and

market access limitations, which all affect MSMEs in Nigeria, create obstacles that prevent businesses from achieving their growth and change objectives.

The theory shows how logistics entrepreneurship needs ecosystems to help their performance. Start-ups require institutional backing, together with financial services, regulatory clarity, and access to transport and ICT infrastructure and market opportunities. Ecosystem components that do not work well with each other create operational challenges for businesses, as they stop innovation development and decrease service efficiency. The logistics industry faces systemic challenges because its operations depend on multiple inadequate elements, which include bad roads and traffic jams at ports, inconsistent electricity supply, insufficient funding, and divided policy backing.

The theory shows how logistics entrepreneurship develops within an ecosystem through its interdependence between the environmental needs of the business and its operational abilities. The framework extends Institutional Theory by studying how financial, infrastructural, market, and policy factors interact with each other to create their complete effects, which makes their analysis essential for understanding the Nigerian environment.

2.3 Empirical Review

Okunsanya and Azmat (2025) investigated the economic impact of logistical inefficiencies in Nigeria, highlighting the critical role of effective logistics systems in national development. Using qualitative methods, the study drew on semi-structured interviews with eight senior logistics experts, representing a combined experience of 62 years. Thematic analysis and axial coding were employed to identify key patterns, which were triangulated with secondary data to ensure validity. Findings revealed that inadequate infrastructure, high port congestion, financial instability, security challenges, fluctuating petroleum costs, unstable policies, and limited adoption of logistics technologies significantly hinder operational efficiency, revenue generation, and productivity in Nigeria. The research emphasizes that these systemic constraints deter foreign investment and inflate business costs. To address these challenges, the authors advocate for strategic infrastructure investment, the adoption of advanced logistics technologies, and comprehensive workforce training. This study provides practical implications for policymakers and logistics managers, underlining the necessity of improving Nigeria's logistics systems to enhance economic performance.

Dada et al. (2025) examine the constraints limiting entrepreneurship development in Nigeria, emphasizing the critical role of SMEs in socio-economic growth. The study identifies essential entrepreneurial competencies: leadership, strategic decision-making, risk-taking, and efficient management, as drivers of business growth. Empirical findings highlight systemic barriers, including financial limitations, weak institutional support, human capital deficits, inadequate infrastructure, technological constraints, and political instability. These challenges collectively restrict SME expansion, undermining Nigeria's capacity for inclusive economic development. The authors recommend policy interventions to strengthen the entrepreneurial ecosystem, such as improving infrastructure, simplifying regulations, enhancing access to finance, promoting

entrepreneurial education, supporting venture capital, and ensuring economic and political stability. By addressing these barriers, the study argues, Nigeria can foster innovation, create employment opportunities, and achieve sustainable economic growth, making a strong case for coordinated policy and institutional action to enable entrepreneurship.

Owoeye (2025) investigates the impact of entrepreneurship development on Nigeria's economic growth, highlighting its role as a driver of long-term development. The study shows that entrepreneurship significantly contributes to job creation and overall economic expansion. By fostering new ventures and enhancing business activities, entrepreneurial development generates employment opportunities, which in turn stimulate economic progress. The research emphasizes that Nigerians should leverage available economic opportunities, while government agencies and institutions should prioritize policies and initiatives that support structured entrepreneurial growth. Strengthening entrepreneurship ecosystems is presented as essential for maximizing economic benefits and ensuring sustainable development in the Nigerian context.

Olumide (2024) investigated the effect of the business environment on the performance of SMEs in Lagos State during the COVID-19 era. Using a survey design, 370 SMEs were purposively sampled from Ikeja, Surulere, Ikorodu, Oshodi, and Lagos Island, with 344 questionnaires returned. Data were analyzed using descriptive statistics and multiple regression to test hypotheses. Findings revealed that both economic and political environments significantly and negatively impacted SME performance ($\beta = -0.952$, $p = 0.000$). The study underscores how unfavorable macroeconomic conditions and political instability constrain operational efficiency and growth, highlighting the need for supportive policies to enhance SME resilience.

Tella and Ogundeinde (2024) examined how Nigeria's entrepreneurial ecosystem influences entrepreneur performance in Lagos State. Using a survey design, 415 entrepreneurs across various sectors participated, with data collected via a five-point Likert-scale questionnaire and analyzed using descriptive statistics, factor analysis, correlation, and Chi-square tests. Findings revealed that trade policies are poorly implemented, a lack of finance limits business sustainability, and most entrepreneurs rely on personal funds. Demographic analysis showed that the majority were female, aged 36–45, and held a BSc. The study recommends de-risking loans and revising trade policies to support entrepreneurship, enhance business continuity, and improve overall entrepreneurial performance in Lagos State.

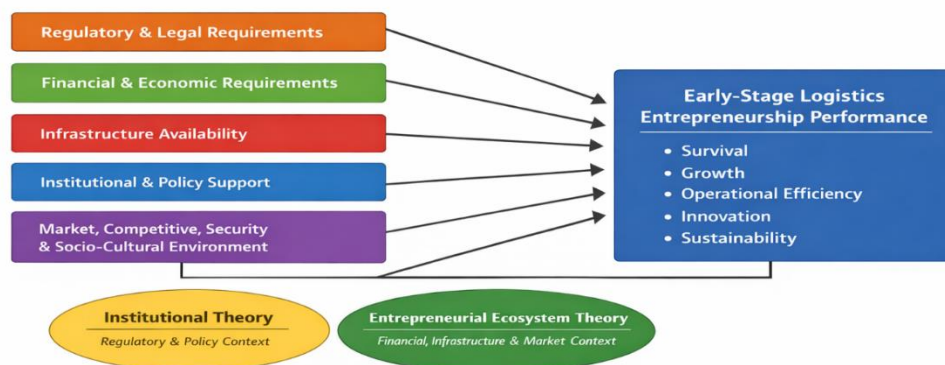
Effa et al. (2023) examined the relationship between strategic procurement initiatives and logistics performance in Nigeria. Using an analytical cross-sectional design, 200 logistics business owners were sampled via quota and accidental sampling, with 196 valid responses analyzed. Data reliability was high (0.955), and Pearson correlation tests showed that procurement sustainability initiatives, including e-procurement, strongly correlate with logistics performance. Findings indicate that implementing strategic procurement measures enhances operational efficiency, cost savings, and overall effectiveness in logistics firms. The study recommends that logistics managers adopt practices such as outsourcing, group purchasing, just-

in-time inventory, and supplier relationship management to improve performance and strengthen the impact of procurement strategies.

Oluwakoya (2023) examined the impact of digital technology on freight logistics and supply chain management in West Africa. Using mixed-methods research with surveys and interviews of logistics professionals, the study revealed that digital platforms enhance operational efficiency, transportation optimization, supply chain visibility, real-time tracking, coordination, and data-driven decision-making. However, adoption is hindered by limited infrastructure, organizational resistance, and data security concerns. The study emphasizes that promoting digital platform adoption, supported by adequate policies and infrastructure development, can address inefficiencies and improve logistics performance. Recommendations target logistics providers, policymakers, and businesses to leverage technology effectively for sustainable freight and supply chain management improvements.

Akinlabi et al. (2021) examined the influence of the external business environment on SME performance in Nigeria. Using a literature-based approach, the study reviewed variables conceptually, empirically, and theoretically, highlighting how complex, dynamic, and multifaceted environmental factors shape managerial decision-making. Findings indicate that SMEs underperform despite government programmes, largely due to inadequate adaptation to environmental conditions and limited infrastructural and financial support. The study confirms a relationship between the external business environment and SME performance, suggesting that effective monitoring, government incentives, and improved access to credit can create an enabling environment, fostering SME contributions to economic growth, employment generation, and poverty reduction in Nigeria.

2.4 Conceptual Framework



The conceptual framework illustrates how multiple business environment requirements affect the performance of logistics startups during their initial development stage in Nigeria. The research framework combines Institutional Theory with Entrepreneurial Ecosystem Theory to study both regulatory/normative and systemic/environmental aspects of entrepreneurial ecosystems. Independent variables serve as key environmental elements that drive business results. The research shows that business outcomes emerge from two environmental elements which include regulatory and legal requirements (business registration, licensing, tax compliance) and financial and economic requirements (access to finance, fuel costs, credit availability) and infrastructure availability which requires access to transport, ports, warehouses, ICT, power supply, institutional, and policy support which includes backing from government programmes and public-private partnerships, market, competitive, security and socio-cultural conditions which include demand, competition, workforce skills and cultural norms. The research defines early-stage logistics entrepreneurship performance through five elements, which are business survival, organizational growth, operational efficiency, implementation of new technologies, and environmental sustainability.

The framework predicts that environmental elements will have direct impacts on business results, while Institutional Theory shows how official regulations and organizational policies determine organizational results, and Entrepreneurial Ecosystem Theory explains how market forces, social forces, economic systems, and infrastructure systems interact to create business outcomes. The framework creates a base for testing research patterns while delivering operational solutions that support logistics startup development and operational sustainability through financial institutions, infrastructure planners, and policy makers who need guidance about their growth prospects in Nigeria.

3.0 Methodology

The study used a quantitative cross-sectional survey method to assess how business environment requirements affect the performance of logistics startups in Nigeria. The research included logistics businesses that had been operational for 1 to 5 years within the transportation, warehousing, courier, and supply chain service sectors, which the study estimated to encompass 8500 registered SMEs according to SMEDAN 2023. The researchers established a sample size of 368 through regional and sub-sectoral stratified random sampling, but increased this number to 425 to handle anticipated non-response issues.

Primary data were collected through a structured questionnaire using a 5-point Likert scale to assess regulatory/legal, financial/economic, infrastructural, institutional/policy, and market/competitive/security/socio-cultural factors, together with performance metrics which included survival, growth, efficiency, innovation, and sustainability. The pilot test with 30 participants demonstrated reliability through a Cronbach's alpha value exceeding 0.70. The researchers performed data analysis through SPSS v28 to apply descriptive statistics, correlation analysis, and multiple regression analysis for hypothesis testing. The research maintained three ethical standards through voluntary participation, confidentiality protection, and academic research data usage.

4.0 Data Presentation and Analysis

4.1 Descriptive Statistics

A total of 425 questionnaires were administered, of which 398 were returned and valid, representing a 93.6% response rate. Table 4.1 presents the demographic characteristics of respondents.

Table 4.1: Respondent Demographics (N = 398)

Variable	Category	Frequency	Percentage (%)
Gender	Male	248	62.3
	Female	150	37.7
Age	21–30	112	28.1
	31–40	190	47.7
	41–50	82	20.6
	51+	14	3.6
Firm Age	1–2 years	138	34.7
	3–5 years	260	65.3
Sub-sector	Transport	154	38.7
	Warehousing	102	25.6
	Courier	86	21.6
	Supply Chain Services	56	14.1

The data shows that the majority of early-stage logistics entrepreneurs in Nigeria are male (62%), aged between 31 and 40 years (48%), and operate firms aged 3–5 years (65%). Transport services dominate the sector, consistent with the SMEDAN (2023) report on logistics SMEs in Nigeria.

4.2 Reliability Analysis

The Cronbach’s alpha for all constructs exceeded 0.7, indicating acceptable internal consistency.

Table 4.2: Reliability Analysis

Construct	Number of Items	Cronbach’s Alpha
Regulatory & Legal Requirements	5	0.823
Financial & Economic Requirements	5	0.811
Infrastructure Availability	4	0.795
Institutional & Policy Support	5	0.832
Market, Competitive, Security & Socio-Cultural Environment	6	0.810
Early-Stage Logistics Entrepreneurship Performance	6	0.846

These results confirm that the instrument is reliable for measuring the study variables.

4.3 Correlation Analysis

Pearson correlation was conducted to examine preliminary relationships between independent variables (IVs) and dependent variables (DVs).

Table 4.3: Correlation Matrix

Variable	1	2	3	4	5	6
1. Regulatory & Legal	1					
2. Financial & Economic	0.421**	1				
3. Infrastructure	0.365**	0.438**	1			
4. Institutional & Policy	0.492**	0.402**	0.389**	1		
5. Market, Competitive, Security & Socio-Cultural	0.331**	0.374**	0.412**	0.385**	1	
6. Early-Stage Logistics Performance	0.524**	0.503**	0.487**	0.536**	0.465**	1

Note: **p < 0.01

All IVs show positive and significant correlations with logistics performance, suggesting that improvements in regulatory compliance, financial access, infrastructure, institutional support, and market conditions are associated with better performance outcomes.

4.4 Regression Analysis

Multiple regression was conducted to assess the impact of business environment requirements on early-stage logistics entrepreneurship performance.

Table 4.4: Multiple Regression Analysis

IVs	Beta (β)	t-value	p-value
Regulatory & Legal Requirements	0.218	4.21	0.000*
Financial & Economic Requirements	0.201	3.78	0.000*
Infrastructure Availability	0.189	3.45	0.001*
Institutional & Policy Support	0.242	4.55	0.000*
Market, Competitive, Security & Socio-Cultural Environment	0.171	3.12	0.002*

Model Summary: $R^2 = 0.571$, $F(5,392) = 104.6$, $p < 0.001$

The model explains 57% of the variance in early-stage logistics entrepreneurship performance, indicating a strong predictive relationship. Institutional and policy support had the strongest effect ($\beta = 0.242$), followed closely by regulatory/legal requirements ($\beta = 0.218$), while market and socio-cultural factors had the weakest yet significant effect ($\beta = 0.171$).

4.5 Hypotheses Testing Summary and Discussion of Findings

The study used multiple regression analysis to investigate how business environment requirements affected the performance of early-stage logistics entrepreneurship in Nigeria. The overall model was statistically significant ($F(5,392) = 104.6, p < 0.001$), explaining 57% of the variance in performance ($R^2 = 0.571$), indicating strong predictive power. All four null hypotheses (H01–H04) were rejected.

The study found that regulatory and legal requirements had a significant impact on performance ($\beta = 0.218, p < 0.05$) because organizations with clear regulations and efficient compliance systems achieved better operational results. The research supports the Institutional Theory, which DiMaggio and Powell (1983) developed to explain how institutional pressures determine organizational performance. The research findings of Eniola (2020) and Akinlabi et al. (2021) demonstrate that institutional environments play a crucial role in determining the performance of SMEs in Nigeria.

The study found that financial and economic requirements had a positive impact on performance because access to finance and macroeconomic stability proved to be crucial factors for success ($\beta = 0.201, p < 0.05$). The research results confirm the findings of Tella and Ogundeinde (2024) and Dada et al. (2025), who identified financial constraints as major barriers to entrepreneurial sustainability.

The study established that infrastructure availability had a significant impact on performance ($\beta = 0.189, p < 0.05$) because logistics operations depend on infrastructure. The research showed that infrastructural deficiencies lead to reduced logistic efficiency, which was supported by the findings of Okunsanya and Azmat (2025) and the performance benefits of transport and digital infrastructure as described by Oluwakoya (2023).

The study found that institutional and policy support had the most significant impact ($\beta = 0.242, p < 0.05$) because entrepreneurial ecosystems need coordinated policy backing to function correctly. The research results demonstrate that Institutional Theory and Entrepreneurial Ecosystem Theory both apply to the study area because the regulatory, financial, infrastructural, and institutional environment of Nigeria determines early-stage logistics performance.

5.0. Conclusion, Recommendations, and Suggestions for further studies

5.1 Conclusion

The research studied how business environment requirements affect the performance of early-stage logistics entrepreneurship in Nigeria. The results demonstrate that logistics start-up outcomes depend on five essential elements, which include regulatory and legal frameworks, financial and economic conditions, infrastructure availability, institutional and policy support, and market-related factors. The strongest predictor of outcomes for logistics start-ups emerged from institutional and policy support because policy consistency, together with effective government programmes and decreased bureaucratic delays, showed the greatest importance.

The study discovered that businesses operate more efficiently and sustain their operations better when they understand their licensing and taxation obligations. The researchers discovered that companies needed infrastructure elements, which included transport networks, ICT systems, and warehouses, to enhance their operational efficiency and extend their market presence. The market and competitive environment, security conditions, and socio-cultural factors, although they had less impact than other elements, still played an important role, which affected how start-ups operated. The research findings support Institutional Theory from DiMaggio and Powell while validating the Entrepreneurial Ecosystem perspective from Stam by demonstrating that logistics ventures succeed when regulatory systems, financial systems, infrastructural systems, and institutional systems work together as a unified system.

5.2 Recommendations

The research study suggests that specific regulatory changes should be implemented to make business registration, licensing, and tax compliance processes easier for logistics start-ups, which will decrease their administrative workload. Financial institutions, together with development partners, need to create funding options that are easy to access, which should include low-interest loans and venture capital specifically designed for early-stage logistics businesses. Government funding should first go to transport infrastructure development, ICT system upgrades, and logistics corridor establishment to boost operational performance and competitiveness. Transparent policy implementation and entrepreneurship support initiatives should be used to strengthen institutional capacity through their direct impact on institutional development. The workforce development programmes, together with the security enhancements, will enable businesses to reduce operational risks while they improve their service delivery.

5.3 Suggestions for Further Studies

Researchers should utilize longitudinal study methods to investigate environmental impacts on logistics companies throughout different time periods, and they should conduct comparative research between African nations. Researchers should analyze how founder experience and technology adoption act as moderating factors while studying informal institutions and governance quality for their influence on logistics operations at initial business stages.

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