

ARTISTS MANAGEMENT AND REVENUE SUSTAINABILITY IN AN EMERGING MUSIC MARKET: THE NIGERIAN EXPERIENCE

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Abstract

The Nigerian music industry is evolving rapidly, necessitating proficient managers to ensure artists earn sustainably. With digital platforms, live performances, brand partnerships, and intellectual property rights, artists now have diverse income streams. Despite these opportunities, many continue to face unstable incomes due to inadequate management, contract misunderstandings, and lack of financial planning. This study examines how effective artist management can foster sustainable income in Nigeria's music sector, utilizing Human Capital Theory and Resource-Based View (RBV). Effective managers act as strategic allies, leveraging their expertise, connections, and organizational abilities to enhance an artist's market value and financial stability. Key management tasks for sustainable earnings include brand development, contract negotiation, digital distribution strategies, royalty management, and tour organization. The study identifies significant challenges, such as informal management, weak copyright protection, and fragmented revenue systems. It concludes that professional artist management, underpinned by robust institutions and technology, is essential for establishing strong revenue models and enduring success in Nigeria's music market. Artists require skilled, knowledgeable, and well-connected managers to navigate the industry effectively. Addressing challenges like unprofessional management and weak copyright laws is crucial, necessitating improved institutions and systems for artists to thrive.

Keywords: Artist Management, Revenue Sustainability, Nigerian Music Industry, Human Capital Theory, Resource-Based View.

Introduction

Over the past two decades, the global music industry has transformed significantly due to digitalization, globalization, and technological advances. These changes have revolutionized how music is produced, distributed, marketed, and consumed, impacting how artists sustain their careers. In emerging markets like Nigeria, the rapid growth of the music sector has created new economic opportunities but also exposed weaknesses in management, revenue systems, and institutional support. As Nigerian music gains international recognition through digital platforms, global collaborations, and live performances, the role of professional artist management becomes crucial for generating sustainable revenue (Hracs, 2012; Mulligan, 2015). The Nigerian music industry has evolved from a primarily informal, local sector to a globally acknowledged creative economy. Modern Nigerian music, particularly Afrobeats, has penetrated international markets, attracting interest from global record labels and digital distributors. Artists such as Burna Boy, Wizkid, and Davido have achieved international fame, showcasing the commercial potential of Nigerian music globally. However, many Nigerian artists still face challenges like unstable income, contract disputes, royalty mismanagement, and a lack of professional guidance (Ogwu, 2020; IFPI, 2023). These issues emphasize the need for structured artist management to ensure the economic sustainability of music careers.

In the contemporary music industry, artist management is indispensable. Managers act as intermediaries who coordinate business activities, negotiate deals, secure performance opportunities, manage branding strategies, and ensure effective monetization of artistic work. As Passman (2019) describes, artist managers are strategic partners guiding artists through complex commercial landscapes to maximize their economic potential. In emerging markets lacking developed institutional frameworks and consistent regulatory enforcement, managers play an even more vital role in protecting artists' interests and crafting

viable revenue models. The music industry's revenue model has shifted dramatically from traditional physical sales to diverse income streams, including streaming royalties, live performances, synchronization licensing, merchandise sales, digital content monetization, and brand endorsements (Tschmuck, 2017). This transition requires artists and their management teams to adopt entrepreneurial strategies to navigate various revenue channels. In Nigeria, digital streaming platforms like Spotify, Apple Music, and Audiomack have become key distribution channels, offering new opportunities for global reach and income generation. However, the complexities of digital rights management, royalty accounting, and international licensing can disadvantage artists without skilled managerial oversight (Marshall, 2013).

The sustainability of artists' income is closely linked to the professional expertise of managers who possess industry knowledge, negotiation skills, and strategic foresight. Drawing from Human Capital Theory, effective artist management is seen as applying specialized knowledge and expertise that enhances the productivity and economic value of creative talent (Becker, 1993). Managers invest in the development, branding, and market positioning of artists, thereby boosting their competitiveness in the global music market. Similarly, the Resource-Based View (RBV) of the firm underscores the importance of strategic resources like networks, reputation, managerial skill, and intellectual property in achieving sustainable competitive advantage (Barney, 1991). In Nigeria's music industry, artist managers often leverage industry connections, digital distribution partnerships, and marketing capabilities to expand revenue opportunities for artists. Despite the increasing importance of artist management, the Nigerian music industry still faces structural challenges that hinder revenue sustainability. These challenges include poor copyright enforcement, inadequate royalty collection systems, informal contracts, and limited professional training in music business administration. Scholars argue that the lack of institutionalized management structures in emerging creative industries often leads to exploitation, financial instability, and short-lived artistic careers (Hesmondhalgh, 2019; Towse, 2020).

Therefore, enhancing managerial professionalism is essential for improving financial sustainability in the industry.

Moreover, the rapid growth of digital technology has reshaped the relationship between artists, audiences, and industry mediators. Social media platforms such as Instagram, YouTube, and TikTok have become powerful tools for audience engagement, marketing, and music promotion. Artist managers increasingly utilize these platforms to build brand visibility, cultivate fan communities, and stimulate digital revenue streams. While these technologies present new opportunities, they also require strategic coordination, analytics-driven decision-making, and digital marketing expertise that many emerging artists may lack without professional managerial support. The Nigerian music market, therefore, presents a paradoxical landscape characterized by both remarkable global growth and persistent internal structural weaknesses. While a few elite artists have successfully built global brands and diversified revenue portfolios, many emerging artists continue to operate under fragile economic conditions. Addressing this imbalance requires a deeper understanding of how artist management structures influence revenue sustainability in an emerging music economy.

Against this backdrop, this study investigates the relationship between artist management and revenue sustainability within the Nigerian music industry. The paper aims to examine how professional management practices contribute to developing sustainable revenue streams for artists, identify the structural challenges limiting effective management, and explore strategic pathways for strengthening the economic viability of artists in emerging markets. By integrating theoretical perspectives from Human Capital Theory and the Resource-Based View, the study provides an analytical framework for understanding how managerial expertise, strategic resources, and industry networks contribute to long-term revenue sustainability. The significance of this study lies in its contribution to the growing body of research on the music business and creative industry

economics in developing countries. While many studies have explored the changing dynamics of the global music industry, few have focused on the management side and its impact on the Nigerian music sector's revenue potential. By delving into this area, the study aims to provide valuable insights for both academics and industry practitioners, such as artist managers, music entrepreneurs, policymakers, and stakeholders seeking to strengthen the Nigerian music economy.

Essentially, effective artist management can help transform the Nigerian music industry into a well-organized business capable of supporting long-term careers for artists and generating consistent income. This shift can help the industry move beyond merely capitalizing on talent to become a more professional and sustainable creative economy. It's important to note that the Nigerian music sector holds significant potential but requires a solid foundation to truly flourish. With the right management and support, Nigerian artists can achieve successful careers and earn a good living from their music. This can also positively impact the broader economy by creating jobs and generating income. The study seeks to explore how to achieve this and provide practical advice for industry stakeholders. Overall, the study aims to enhance the professionalism and sustainability of the Nigerian music industry, offering insights and recommendations for industry players. By doing so, it can support the growth of Nigeria's creative economy and provide opportunities for artists to thrive.

The Evolution of Artist Management in the Global Music Industry

Artist management has long been a cornerstone of the music industry, overseeing musicians' professional, commercial, and creative endeavors. Traditionally, managers focused on securing bookings and negotiating performance deals. However, with the rise of digital technologies, their role has expanded significantly. Today, managers are responsible for brand development, intellectual property management, digital marketing, and coordinating diverse revenue streams. They act as strategic intermediaries, linking artists with record labels, digital distributors, concert promoters, media outlets, and corporate

sponsors. According to Marshall (2013), the shift from record-label control to artist-driven entrepreneurship has heightened the importance of managerial skills. Managers are crucial in crafting the commercial framework for artists, ensuring that creative projects generate income through varied revenue channels.

The emergence of the 360-degree business model, which derives income from music sales, streaming royalties, live shows, endorsements, merchandising, and licensing, has underscored the manager's role as a business strategist. In leading music markets like the United States and the United Kingdom, artist management is now a highly professionalized domain, bolstered by specialized training, industry associations, and legal frameworks. These structures help regulate contracts, protect intellectual property, and ensure transparent royalty systems. Nonetheless, in many developing music markets, these systems are still maturing.

The Structure of the Nigerian Music Industry

Nigeria's music scene is booming, especially Afrobeats, which has gained global popularity. Artists like Burna Boy and Wizkid are globally recognized. While digital platforms boost access, issues like piracy and unfair contracts persist. Yet, with better support, the industry can significantly impact Nigeria's economy and culture.

It is very important to note that the Nigerian music industry operates as a dynamic, hybrid ecosystem that blends major label infrastructures, independent artist management, and decentralized digital distribution. The industry is structured into several key operational pillars, such as;

1. Talent and Cration

- The Artists
- Producers and Beatmakers

2. Management and Representation

- Artist Managers and Record Labels
- Book Agents

3. Distribution and Streaming

- Digital Service Providers (DSPs)
- Aggregation / Distributors

4. Rights Management and Legal Infrastructure

- Publishing and Synchronization
- Collective Management Organization

5. Live Events and Endorsements

- Conferences and Festivals
- Brand Ambassadorship

Revenue Streams in the Contemporary Music Economy

In the past, the primary income for artists and record labels came from recorded music sales. However, with the decline of physical sales and the emergence of streaming platforms, revenue models have expanded across various channels. Although the potential revenue streams in today's music economy are vast, this study focuses only on the following key examples:

1. Streaming Royalties: - Platforms such as Spotify, Apple Music, and Amazon Music pay royalties each time an artist's music is played.
2. Physical Sales: - Although reduced, CDs and vinyl records still contribute to physical sales, especially among collectors and devoted fans.

3. Digital Sales: - Music can be sold digitally through platforms like iTunes and Bandlab.

4. Merchandising: - Artists earn revenue from selling branded merchandise, including T-shirts, posters, and other apparel.

5. Live Performances: - Income is generated from touring, concerts, and music festivals.

6. Synchronization Licensing: - Fees are obtained for using songs in movies, TV shows, advertisements, and video games.

7. Publishing Rights: - Earnings come from composition and song writing, including performance royalties collected by performance rights organizations.

8. Crowdfunding and Fan Support: - Platforms such as Patheon or Kickstarter enable fans to directly support artists.

9. Social Media and Content Platform Revenue: - Artists can earn by monetizing content on YouTube through ads or on other platforms via partnerships or sponsored content.

10. Brand Partnerships and Sponsorships: - Collaborations with brands provide income through endorsements or promotional campaigns.

11. Music Licensing and Library Contributions: - Artists can supply music to stock music libraries for use in corporate videos, indie films, and more.

These varied revenue streams underscore the necessity of a multi-faceted strategy for artists striving to thrive in today's music industry.

However, the streaming economy has also introduced new challenges relating to royalty distribution, revenue transparency, and digital rights management. Scholars in cultural economics argue that digital platforms often concentrate economic power among major distributors and technology companies, leaving many artists with limited control over revenue flows (Towse, 2021). This situation reinforces the importance of professional artist management in negotiating equitable distribution agreements and ensuring proper royalty administration.

Artist Management in the Digital Music Industry

In today's music industry, the role of artist managers has evolved far beyond traditional responsibilities, such as booking live performances. They now serve as strategic partners, deeply involved in marketing coordination, contract negotiations, and financial planning. According to research by Marshall and Beekhuyzen (2022), managers are crucial entrepreneurial allies, overseeing the commercial landscape surrounding artists. Their duties include developing brand identity, managing digital promotion strategies, and fostering partnerships with record labels, promoters, and sponsors. In emerging music markets, where institutional support is limited, the influence of artist managers is even more vital. They play a pivotal role in determining whether an artist achieves long-term success or merely enjoys short-term gains, underscoring their significance in navigating the complex modern music ecosystem.

Research Gap

The role of artist management in the contemporary music industry has evolved considerably. In the past, managers primarily served as booking agents, focusing on arranging live shows. Today, their responsibilities have broadened to include strategic tasks such as coordinating marketing efforts, negotiating contracts, managing intellectual property, and planning finances. According to research by Marshall and Beekhuyzen (2022), artist managers now function as entrepreneurial partners, overseeing the commercial landscape surrounding artists. They are

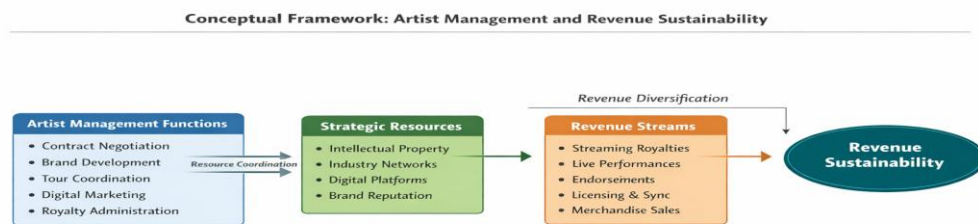
responsible for developing brand identity, managing digital marketing strategies, and establishing partnerships with record labels, promoters, and sponsors. In emerging music markets, where institutional support is limited, artist managers play a critical role in determining whether an artist achieves long-term success or merely short-term gains.

Conceptual Framework of the Study

This study's conceptual framework posits that professional artist management is crucial for organizing resources and creating sustainable income in the music industry. It combines Human Capital and Resource-Based View (RBV) theories. Human Capital Theory highlights the importance of managerial expertise in boosting artists' productivity and economic value, with managers providing skills in contract negotiation, marketing, financial planning, and intellectual property management. RBV suggests that a lasting competitive edge is gained by effectively utilizing valuable and rare resources, such as brand identity, intellectual property, digital distribution, and industry relationships. Thus, artist managers are key in integrating these resources to enhance artists' commercial success.

Conceptual Model

The study proposes the following conceptual relationship: Artist Management Functions → Strategic Resource Mobilization → Revenue Diversification → Revenue Sustainability. See figure 1



Research Methodology

This study employs a qualitative research design, supported by conceptual and analytical inquiry, to explore the link between artist management and revenue sustainability in Nigeria's music industry. Qualitative research is ideal for delving into the intricate dynamics, industry frameworks, and managerial practices within cultural and creative sectors. As Creswell and Creswell (2018) suggest, qualitative methods enable scholars to gain a profound understanding of social and professional phenomena through interpretive and contextual analysis.

The research takes a descriptive and exploratory approach to assess how artist management influences revenue sustainability in an emerging music market. This exploration is crucial due to the limited scholarly focus on the managerial structures of Nigeria's music industry. Consequently, the study draws on insights from music business literature, cultural economics, and creative industry management to form a robust analytical framework.

Positioned within Cultural Economics and Music Business studies, this research examines the economic organization and management of creative industries. The study's population consists of key stakeholders in Nigeria's music industry, including professional artist managers, recording artists, record label executives, music promoters, digital distribution firms, music business administrators, and

entertainment lawyers. These participants collectively shape the industry's economic structure and revenue management systems.

Given the study's exploratory nature, purposive sampling is used to select participants with relevant expertise and insights (Etikan, Musa, & Alkassim, 2016). The research highlights industry examples involving internationally renowned Nigerian artists such as Burna Boy, Wizkid, and Davido. It primarily relies on secondary data sources, including academic literature, industry reports, digital music platforms, and media publications. Data collection involves a systematic review and synthesis of scholarly and industry materials. Thematic analytical techniques are used to interpret the data, identifying recurring patterns and themes (Braun & Clarke, 2006). These themes are analyzed through the lenses of Human Capital Theory and the Resource-Based View (RBV) to elucidate how managerial expertise and strategic resources enhance financial sustainability in Nigeria's music industry. Various validation strategies are employed to bolster the credibility of the findings.

Industry Analysis and Findings

Over the past two decades, the Nigerian music industry has undergone a significant economic transformation, fueled by the rapid growth of digital technology, global distribution platforms, and a rising international appetite for African popular music. Traditionally, the industry's revenue came mainly from physical record sales, live band performances, and royalties from radio broadcasts. However, the early 2000s saw a major disruption in these traditional revenue streams due to the collapse of the physical recording market, largely caused by piracy and inadequate copyright enforcement (Hesmondhalgh, 2019; Towse, 2020).

The advent of digital platforms has since reshaped the industry's revenue model. Today, artists earn money through a diverse mix of digital streaming, live performances, brand endorsements, music licensing, and merchandise sales. Global streaming services like Spotify, Apple Music, and Boomplay have widened

the international audience for Nigerian music, allowing artists to profit from their recordings beyond the local market.

Despite these advancements, the revenue system remains fragmented. Royalty collection mechanisms are still developing, and many artists struggle with accessing transparent data about their streaming earnings and licensing fees. Consequently, professional artist management has become crucial to managing revenue streams, overseeing intellectual property rights, and ensuring artists are fairly compensated for their creative work. This study's findings highlight the pivotal role of artist managers in navigating the digital economy of today's music market. Digital music distribution demands coordination across various platforms, including streaming services, social media, and digital marketing networks. Managers act as strategic intermediaries, guiding these processes and ensuring that artists sustain visibility and commercial success.

Empirical Case Evidence: Artist Management and Revenue Sustainability in the Nigerian Music Industry

Case Study 1: Strategic Artist Management and Global Brand Expansion – Wizkid

Wizkid's international triumph underscores the pivotal role that professional artist management plays in creating enduring revenue channels in the global music market. Since his breakthrough with the single "Holla at Your Boy" in 2010, Wizkid has evolved from a locally known Nigerian artist to a globally influential Afrobeat icon. A key element in this transformation has been the establishment of strategic international partnerships and the effective management of global distribution networks.

Wizkid's collaborations with international artists and producers have greatly extended his market reach beyond Africa. Notably, his partnership with Drake on the track "One Dance" achieved immense global commercial success, becoming

one of the most streamed songs on Spotify. Data from streaming platforms shows that the song has exceeded one billion streams worldwide, highlighting the economic potential of strategic partnerships and digital distribution methods.

In addition to streaming revenue, Wizkid's management has effectively diversified income streams through international tours, brand endorsements, and licensing deals. His concerts across Europe and North America reflect the rising international appetite for Afrobeats music, which has emerged as a significant revenue source for Nigerian artists.

Case Study 2: Intellectual Property Exploitation and Global Touring – Burna Boy

Burna Boy's career path exemplifies the impact of strategic artist management on ensuring sustainable revenue over time. His management team has skillfully orchestrated branding initiatives, collaborations with international record labels, and touring logistics to establish him as a leading figure in the global Afrobeats scene. A significant milestone in his career was achieved in 2021 when Burna Boy received the Grammy Award for Best Global Music Album. This accolade greatly enhanced his international prominence and commercial appeal.

Touring has emerged as a crucial element of Burna Boy's financial strategy. His international tours across continents such as Europe, North America, and Africa yield significant income through ticket sales, merchandise, and sponsorship deals. Industry analyses reveal that his performances frequently sell out prestigious venues like Madison Square Garden in New York.

These expansive shows illustrate the role of artist management in blending brand positioning, global marketing, and performance logistics to optimize revenue streams.

Case Study 3: Brand Partnerships and Commercial Diversification – Davido

Davido's career highlights the crucial role of artist management in diversifying revenue through corporate partnerships and digital marketing strategies. He has landed several endorsement deals with leading multinational companies like Pepsi and MTN Nigeria. These partnerships not only bring in significant financial gains but also boost his global brand recognition. Beyond endorsement earnings, Davido's management team has effectively utilized digital platforms to maintain fan engagement and enhance streaming performance. His music consistently garners hundreds of millions of streams on major digital platforms, underscoring the financial impact of engaging online audiences. Additionally, Davido's concert tours across Africa, Europe, and North America contribute further to his revenue through ticket sales, sponsorships, and merchandise sales.

Discussion

The study highlights the pivotal role of artist management in ensuring revenue sustainability within the Nigerian music industry. With the digital transformation of the global music economy, artists now have unprecedented opportunities to distribute their work internationally. However, converting creative output into sustainable financial returns hinges on the strategic abilities of artist managers to coordinate resources, negotiate industry relationships, and diversify revenue streams. Case studies involving Wizkid, Burna Boy, and Davido exemplify how professional management structures have facilitated their global success. These managers have played crucial roles in fostering international collaborations, establishing digital distribution partnerships, arranging global tours, and securing corporate endorsement deals, collectively expanding the artists' economic potential beyond Nigeria.

From a theoretical standpoint, Human Capital Theory views the role of artist managers as applying specialized knowledge and expertise to maximize the commercial value of artistic talent. Managers provide strategic insights in contract

negotiation, branding, marketing, and financial administration, enabling artists to navigate the intricate economic landscape of the modern music industry. The Resource-Based View further explains that a sustainable competitive advantage arises from effectively mobilizing resources like intellectual property rights, brand identity, digital distribution networks, and industry relationships. Despite the global success of several Nigerian artists, the study identifies structural challenges in the local industry, such as weak copyright enforcement, informal contracts, and limited institutional support for professional management. These issues often lead to financial instability, particularly for artists outside established international networks. Additionally, the rapid growth of digital streaming platforms has introduced complex royalty systems that many artists struggle to navigate. In this context, artist managers are crucial for ensuring fair compensation and fostering sustainable creative careers. Without effective management, artists may find it challenging to convert short-term opportunities into long-term success.

Policy and Industry Implications

The study's findings carry significant implications for policymakers, music industry stakeholders, educational institutions, and cultural organizations aiming to bolster the economic sustainability of Nigeria's music industry.

Firstly, there is a pressing need for building institutional capacity within the music business sector. Government agencies in charge of cultural development should partner with industry stakeholders to create professional training programs in music business management. These programs would equip future managers with vital skills in areas like contract negotiation, intellectual property management, digital marketing, and financial planning. Secondly, enhancing copyright protection mechanisms is crucial to minimizing revenue losses due to piracy and unauthorized music distribution. Strengthened copyright enforcement would boost the confidence of investors, record labels, and international partners, thereby unlocking the economic potential of Nigeria's music industry. Thirdly, transparency in royalty collection and distribution systems needs improvement.

Regulatory agencies and collecting societies should implement digital monitoring systems that accurately track music usage on streaming platforms, radio networks, and public performance venues. Such transparent systems would ensure artists receive fair compensation for their work. Fourthly, the study underscores the importance of collaboration among artists, managers, record labels, and digital distribution companies. Strong partnerships among these stakeholders would encourage knowledge sharing, enhance industry governance, and promote sustainable revenue practices.

Finally, educational institutions offering programs in music, performing arts, and cultural studies should incorporate courses on music business and creative entrepreneurship into their curricula. This would cultivate a new generation of music professionals capable of navigating the economic intricacies of the modern music industry.

Conclusion

This study delves into the influence of artist management in fostering revenue sustainability within Nigeria's music industry. As the global music landscape has evolved, primarily due to digital advancements, streaming platforms, and international partnerships, artists now have more avenues to capitalize on their creative outputs worldwide. Nonetheless, the transformation of artistic talent into enduring financial stability hinges heavily on the strategic prowess of artist management frameworks. Utilizing theoretical insights from Human Capital Theory and the Resource-Based View, the study reveals that artist managers serve as strategic intermediaries. They leverage their knowledge, networks, and commercial resources to bolster artists' careers. Managers are pivotal in handling vital activities such as contract negotiations, brand development, digital distribution, and royalty management. These functions empower artists to diversify their income sources through live performances, digital streaming royalties, brand endorsements, licensing deals, and merchandise sales.

Real-life examples from the careers of renowned Nigerian artists like Wizkid, Burna Boy, and Davido underscore the effective application of these managerial strategies. In each scenario, professional management has been instrumental in facilitating international collaborations, establishing global touring circuits, and forming corporate partnerships, all of which have substantially broadened revenue potential. However, the Nigerian music industry still grapples with structural challenges that threaten revenue sustainability for numerous artists. These include weak copyright enforcement, informal management practices, a lack of institutional support for artist development, and insufficient royalty tracking systems. Without adept managerial coordination and necessary institutional reforms, many artists may find it difficult to maintain stable income streams in the rapidly changing digital music economy. Hence, the study concludes that professional artist management is vital for cultivating economically sustainable creative careers in emerging music markets. Enhancing managerial capabilities and fortifying institutional structures within Nigeria's music industry are crucial for supporting long-term revenue growth and fostering global competitiveness.

Recommendations

To enhance revenue sustainability in the Nigerian music industry, this research suggests several key recommendations. Firstly, there is an urgent need to professionalize artist management by introducing specialized training programs. Educational institutions and cultural organizations should offer courses that equip managers with essential skills in contract negotiation, intellectual property management, digital marketing, and financial planning. Secondly, copyright enforcement must be strengthened. Government agencies should bolster efforts to uphold copyright laws to combat piracy and unauthorized music distribution. Effective intellectual property protection will instill investor confidence and ensure artists are fairly compensated for their work. Thirdly, developing transparent royalty systems is crucial. Music collecting societies and regulatory institutions should implement modern digital monitoring technologies to accurately track

music usage across various platforms, such as streaming services, radio, and public venues. This will help eliminate revenue leakages and ensure fair distribution.

Additionally, promoting industry collaboration is essential. Stakeholders, including artists, managers, record labels, promoters, and digital distributors, should foster collaborative networks to enhance knowledge sharing and drive industry growth. Lastly, integrating music business education into university and conservatory curricula is vital. By training musicians in entrepreneurship and business management, they can gain a better understanding of the economic aspects of their creative careers, thus empowering them for greater success.

Contribution to Knowledge

This study adds to the expanding scholarship in Music Business, Cultural Economics, and Creative Industries by exploring the strategic link between artist management and revenue sustainability in a burgeoning music market. It offers a structured conceptual analysis of managerial functions that impact revenue generation within Nigeria's music industry, highlighting artist management's pivotal role as a coordinating mechanism in the music business ecosystem, in contrast to previous research that has mainly focused on digital distribution and cultural globalization. Additionally, the study combines Human Capital Theory and the Resource-Based View to illustrate how managerial expertise and strategic resource mobilization contribute to sustainable economic outcomes for artists, presenting a fresh analytical lens for understanding music career economics in developing creative industries. Furthermore, it underscores the structural challenges to revenue sustainability in Nigeria's music sector and suggests practical strategies for enhancing institutional frameworks, management practices, and industry governance.

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