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CULTURAL DYNAMICS AND MARKETING PERFORMANCE OF MULTINATIONAL FOOD AND BEVERAGE FIRMS IN PORT HARCOURT, RIVERS STATE

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Abstract
This study examined the relationship between Cultural Dynamics and Marketing Performance of Multinational Food and Beverage Firms in Port Harcourt, Rivers State. Specifically, the study investigated the relationships between cultural diversity and lifestyle as dimensions of cultural dynamics, and market share growth and customer retention as measures of marketing performance. The study was anchored on Hofstede's Cultural Dimensions Theory, which explains how cultural differences influence consumer behavior of organizational performance. A correlational research design was adopted. The population comprised 35 multinational food and beverage firms operating in Port Harcourt, Rivers State. Owing to the manageable population size, a census approach was adopted. Primary data were collected using a structured questionnaire titled Cultural Dynamics and Marketing Performance Questionnaire (CDMPQ). The reliability was established using the Cronbach Alpha technique, yielding a reliability coefficient of 0.881. Out of the 35 questionnaires administered, 34 were successfully retrieved, representing a 97.1% response rate. Data were analyzed using the Pearson Product Moment Correlation (PPMC) with the aid of SPSS Version 29.0 at a 0.05 level of significance. The result was that cultural dynamics has a strong, positive significant relationship with marketing performance of Multinational Food and Beverage Firms in Port Harcourt .The findings revealed that cultural diversity had a strong positive and significant relationship with market share growth and customer retention**.** Similarly, lifestyle exhibited a significant positive relationship with market share growth and customer retention**.** The study concluded that effective management of cultural diversity and changing consumer lifestyles significantly enhances the marketing performance of multinational food and beverage firms. The study recommended that multinational firms should integrate cultural intelligence into their marketing strategies, continuously monitor evolving consumer lifestyles, develop culturally responsive products and communication programmes, and strengthen customer relationship initiatives to improve market share growth and customer retention.

Keywords: ***Cultural Dynamics, Cultural Diversity, Lifestyle, Marketing Performance, Market Share Growth, Customer Retention.***

Introduction

Multinational corporations operate in markets characterized by diverse cultural beliefs, values, traditions, consumption patterns, and lifestyles, all of which significantly influence consumer purchasing behaviour and organizational performance. As globalization continues to expand business operations across national boundaries, firms are confronted with the challenge of designing marketing strategies that accommodate cultural differences while maintaining consistent corporate identity and competitive advantage. Consequently, understanding cultural dynamics has become indispensable for multinational organizations seeking to improve marketing performance. Marketing performance refers to the extent to which an organization achieves its marketing objectives through improved market share, customer retention, sales growth, customer acquisition, and competitive positioning (Kotler & Keller, 2022). It serves as an important measure of organizational effectiveness because it reflects the success of marketing strategies in attracting, satisfying, and retaining customers while enhancing profitability and long-term competitiveness. Among the various indicators of marketing performance, market share growth and customer retention remain particularly important because they demonstrate an organization's ability to sustain competitive advantage and develop long-lasting customer relationships. Market share growth reflects a firm's ability to increase its proportion of industry sales relative to competitors, while customer retention measures an organization's capacity to maintain existing customers over time through continuous value creation and customer satisfaction.

The increasing cultural diversity of contemporary markets has transformed the manner in which multinational firms develop and implement marketing strategies. Cultural dynamics encompass the constantly evolving cultural characteristics that shape consumer behaviour, organizational interactions, and market responses. These dynamics include cultural diversity, lifestyle, beliefs, values, traditions, language, consumption habits, and social norms that collectively influence customers' purchasing decisions. According to Hofstede (2011), culture represents the collective programming of the human mind that distinguishes members of one group from another and influences their perceptions, attitudes, and consumption behaviour. Consequently, multinational corporations must understand cultural dynamics to effectively position their brands within diverse consumer markets.

One important dimension of cultural dynamics is cultural diversity, which refers to the coexistence of individuals from different ethnic, linguistic, religious, and social backgrounds within a particular market or organization. Cultural diversity influences consumer expectations, communication patterns, product acceptance, and purchasing preferences. Nigeria represents one of Africa's most culturally diverse nations, comprising over 250 ethnic groups with varying languages, traditions, and consumption patterns. Port Harcourt, as a major commercial city and oil-producing hub, attracts individuals from virtually every region of the country, creating a culturally heterogeneous marketplace. For multinational food and beverage firms, understanding cultural diversity is essential for developing products, promotional campaigns, packaging, and distribution strategies that appeal to diverse customer segments while maintaining organizational competitiveness.

Another important component of cultural dynamics is lifestyle, which refers to the patterns through which individuals live, spend their time, allocate financial resources, and express their interests, opinions, and consumption preferences. Lifestyle reflects consumers' daily activities, aspirations, social status, purchasing priorities, and behavioural tendencies that influence product selection and brand preference. Contemporary consumers increasingly seek products that align with their lifestyles, health consciousness, convenience needs, environmental concerns, and social identities. The rapid urbanization of Port Harcourt has significantly altered consumer lifestyles, resulting in increased demand for convenience foods, healthier beverage options, digital purchasing platforms, and personalized consumption experiences. Consequently, multinational food and beverage firms continuously adapt their marketing strategies to accommodate these evolving lifestyle patterns.

The food and beverage industry is particularly sensitive to cultural dynamics because food consumption is deeply embedded within cultural traditions, religious practices, family structures, and lifestyle choices. Multinational corporations such as Nestlé Nigeria Plc., Nigerian Breweries Plc., Guinness Nigeria Plc., Coca-Cola HBC Nigeria, Seven-Up Bottling Company, Cadbury Nigeria Plc., and International Breweries Plc. compete within culturally diverse markets where consumers possess varying tastes, dietary preferences, purchasing power, and consumption habits. Success within such markets requires organizations to understand how cultural diversity and lifestyle influence customer behaviour and marketing performance. Firms that successfully align their products, promotional messages, packaging, and distribution channels with local cultural expectations are more likely to increase market share and retain loyal customers than competitors relying on standardized global marketing approaches.

Despite increasing investments by multinational food and beverage firms in market segmentation, localization strategies, and customer relationship management, sustaining marketing performance remains challenging due to continuously evolving cultural dynamics. Rapid urbanization, globalization, digitalization, changing lifestyles, and increasing cultural interactions have intensified market competition and transformed consumer expectations. Consumers now demand products and services that reflect their cultural identities, personal values, and lifestyle aspirations while simultaneously meeting international quality standards. Consequently, multinational firms must continuously monitor cultural changes and adjust their marketing strategies accordingly to remain competitive.

Although previous studies have examined culture, consumer behaviour, and international marketing, limited empirical attention has been devoted to the combined influence of cultural diversity and lifestyle on market share growth and customer retention among multinational food and beverage firms operating in Port Harcourt, Rivers State. Most existing studies have focused on developed economies or broader national contexts, with limited evidence from the unique multicultural business environment of Port Harcourt. This contextual gap provides the justification for investigating the relationship between cultural dynamics and marketing performance of multinational food and beverage firms in Port Harcourt, Rivers State.

Statement of the Problem

The increasing cultural complexity of consumer markets presents significant challenges for multinational food and beverage firms seeking to improve marketing performance in Nigeria. Although these firms possess substantial financial resources, advanced production technologies, and globally recognized brands, many continue to experience fluctuations in market share, declining customer retention, increasing competitive pressures, and changing consumer preferences. These challenges are partly attributable to the inability of some firms to adequately understand and respond to the cultural diversity and evolving lifestyles that characterize the contemporary Nigerian marketplace.

Port Harcourt represents one of Nigeria's most culturally diverse commercial cities, attracting consumers from different ethnic groups, religious backgrounds, educational levels, occupations, and social classes. These cultural differences significantly influence food preferences, purchasing behaviour, communication styles, brand perceptions, and consumption patterns. Similarly, changing lifestyles resulting from urbanization, increased income levels, technological advancement, health consciousness, and digital transformation have altered consumers' expectations regarding food quality, convenience, packaging, and service delivery. Firms that fail to recognize these cultural and lifestyle differences may experience declining customer patronage, reduced market share, and weakened competitive positions.

Although multinational food and beverage firms operating in Port Harcourt have introduced localized products and diversified marketing strategies, empirical evidence regarding the influence of cultural diversity and lifestyle on market share growth and customer retention remains limited. Existing studies have largely emphasized consumer behaviour, brand loyalty, or international marketing without specifically examining cultural dynamics as determinants of marketing performance within the context of multinational food and beverage firms in Port Harcourt. Consequently, the extent to which cultural diversity and lifestyle influence market share growth and customer retention remains inadequately understood. It is this knowledge gap that necessitated this study.

Conceptual / Operational Framework

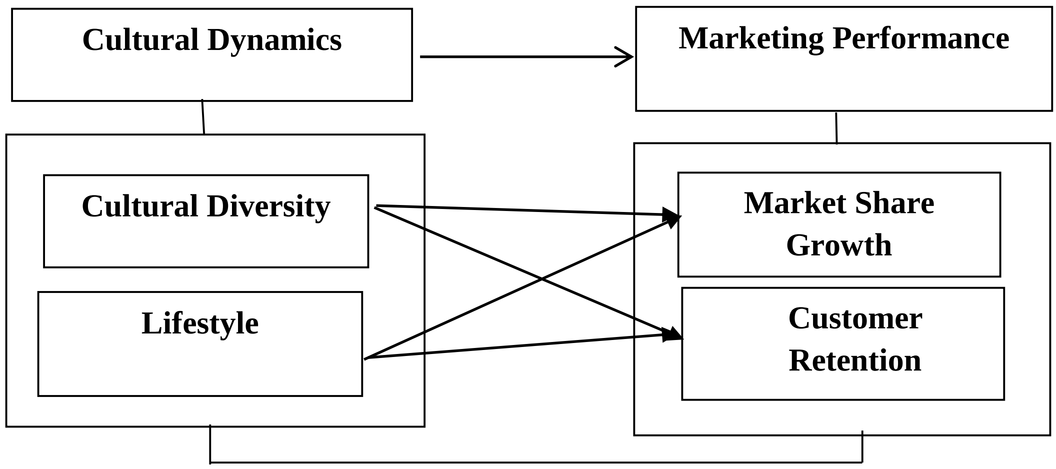

Figure 1.1: Conceptual framework of cultural dynamics and marketing performance of multinational food and beverage firms in Port Harcourt, Rivers State.

Source: Hofstede, (2011), Kotler & Keller (2022), and Payne & Frow (2017)

Aim and Objectives of the Study

The aim of this study was to examine the relationship between cultural dynamics and marketing performance of multinational food and beverage firms in Port Harcourt, Rivers State. The specific objectives sought to:

1. examine the relationship between cultural diversity and market share growth of multinational food and beverage firms in Port Harcourt, Rivers State.
2. determine the relationship between cultural diversity and customer retention of multinational food and beverage firms in Port Harcourt, Rivers State.

3. examine the relationship between lifestyle and market share growth of multinational food and beverage firms in Port Harcourt, Rivers State.
4. determine the relationship between lifestyle and customer retention of multinational food and beverage firms in Port Harcourt, Rivers State.

Research Questions
The following research questions guided the study:
1. What relationship exists between cultural diversity and market share growth of multinational food and beverage firms in Port Harcourt, Rivers State?
2. What relationship exists between cultural diversity and customer retention of multinational food and beverage firms in Port Harcourt, Rivers State?
3. What relationship exists between lifestyle and market share growth of multinational food and beverage firms in Port Harcourt, Rivers State?
4. What relationship exists between lifestyle and customer retention of multinational food and beverage firms in Port Harcourt, Rivers State?

Research Hypotheses
The following null hypotheses were formulated and tested at the 0.05 level of significance:

$H0_1$: There is no significant relationship between cultural diversity and market share growth of multinational food and beverage firms in Port Harcourt, Rivers State.

$H0_2$: There is no significant relationship between cultural diversity and customer retention of multinational food and beverage firms in Port Harcourt, Rivers State.

$H0_3$: There is no significant relationship between lifestyle and market share growth of multinational food and beverage firms in Port Harcourt, Rivers State.

$H0_4$: There is no significant relationship between lifestyle and customer retention of multinational food and beverage firms in Port Harcourt, Rivers State.

REVIEW OF RELATED LITERATURE
Conceptual Review
Concept of Cultural Dynamics
The globalization of business operations has significantly transformed the marketing environment, compelling multinational corporations to recognize the importance of culture as a strategic determinant of organizational performance. Cultural dynamics refer to the continuous evolution and interaction of cultural values, beliefs, norms, traditions, behaviours, and lifestyles that influence individual and organizational activities within a particular society. Unlike static cultural characteristics, cultural dynamics emphasize the changing nature of culture resulting from globalization, technological advancement, urbanization, education, migration, and socio-economic development. According to Hofstede (2011), culture represents the collective programming of the mind that distinguishes one group from another and influences people's perceptions, attitudes, and behaviours. As societies evolve, these cultural characteristics also change, requiring organizations to regularly review their marketing strategies to remain relevant and competitive. Similarly, Kotler and Keller (2022) explained that cultural dynamics encompass the evolving cultural influences that determine consumer needs, preferences, and purchasing behaviour within specific markets. The authors argued that successful organizations recognize culture as one of the most powerful external environmental variables affecting marketing decisions because consumer behaviour is largely influenced

by cultural expectations and societal norms. Likewise, Solomon (2023) maintained that culture provides consumers with behavioural guidelines regarding what products to purchase, how products should be consumed, and the symbolic meanings attached to brands.

Cultural Diversity

Cultural diversity refers to the existence and interaction of people from different cultural, ethnic, linguistic, religious, educational, and social backgrounds within a particular society or organization. Hofstede (2011) described cultural diversity as the coexistence of individuals possessing different cultural orientations that influence communication, behaviour, and organizational interactions. According to the author, understanding cultural diversity enables organizations to develop marketing strategies that accommodate local cultural expectations while maintaining global competitiveness. Likewise, Cateora, Gilly, and Graham (2020) argued that multinational organizations operating across culturally diverse markets must recognize differences in language, religion, values, traditions, education, and social institutions because these factors significantly influence consumer purchasing behaviour.

Lifestyle

Lifestyle refers to the distinctive pattern through which individuals live, spend their time, allocate financial resources, express personal values, and satisfy their consumption needs. Solomon (2023) defined lifestyle as the manner in which consumers choose to live, combining their activities, interests, and opinions into identifiable patterns that influence purchasing behaviour. Kotler and Keller (2022) similarly explained that lifestyle reflects an individual's whole pattern of acting and interacting within society, providing marketers with important information for market segmentation and product positioning. Rapid urbanization, technological advancement, increased educational attainment, changing family structures, health consciousness, and digital transformation have significantly altered consumer lifestyles across developing economies. Consumers increasingly demand convenience, healthier food alternatives, environmentally sustainable products, online purchasing opportunities, and personalized consumption experiences. These changing lifestyles compel multinational food and beverage firms to continually modify their product offerings and marketing strategies to remain competitive. Rahman and Hassan (2022) investigated changing urban lifestyles and brand performance among multinational beverage firms in Malaysia. The findings revealed that lifestyle changes associated with urbanization, technological advancement, and increasing health consciousness significantly influences market share growth. Firms that adapted their product offerings to changing consumer lifestyles achieved stronger competitive performance than firms relying on traditional marketing approaches.

Marketing Performance

Marketing performance refers to the extent to which an organization successfully achieves its marketing objectives through effective implementation of marketing strategies and efficient utilization of organizational resources. It measures how well marketing activities contribute to organizational competitiveness, customer acquisition, customer retention, market expansion, profitability, and long-term sustainability. Kotler and Keller (2022) defined marketing performance as the measurable outcome of marketing activities in achieving organizational goals related to customer satisfaction, market share, profitability, and competitive advantage. Likewise, Morgan, Katsikeas, and Vorhies (2019) explained that marketing performance evaluates an organization's ability to successfully compete within target markets through customer-focused strategies and superior value creation. Marketing performance is multidimensional and may be measured using financial indicators such as profitability and sales growth or non-financial indicators including customer satisfaction, customer loyalty, customer retention, market share, and brand equity. Within multinational organizations, marketing performance reflects the effectiveness of localized marketing strategies in responding to changing consumer preferences across culturally diverse environments.

Market Share Growth

Market share growth refers to the increase in an organization's proportion of total industry sales relative to competing firms within a specified market over time. It reflects an organization's ability to attract new customers, outperform competitors, and expand its market presence through effective marketing strategies. Increasing market share often signifies improved competitive positioning, stronger brand acceptance, and successful adaptation to consumer needs. Kotler and Keller (2022) observed that market share growth represents one of the most widely accepted indicators of marketing performance because it demonstrates an organization's competitive strength within its industry. Organizations achieving continuous market share growth generally benefit from increased profitability, economies of scale, stronger bargaining power, and enhanced brand recognition. For multinational food and beverage firms operating in Port Harcourt, understanding cultural diversity and lifestyle differences enables the development of products and marketing campaigns that satisfy local consumer preferences, thereby contributing to increased market share.

Customer Retention

Customer retention refers to an organization's ability to maintain existing customers over an extended period through consistent value delivery, customer satisfaction, trust, and relationship management. Retaining existing customers is widely regarded as more cost-effective than continuously acquiring new customers because loyal customers generate repeat purchases, provide positive referrals, and contribute to organizational profitability. Payne and Frow (2017) defined customer retention as the organization's ability to sustain long-term relationships with customers by consistently meeting or exceeding customer expectations. Similarly, Buttle and Maklan (2019) argued that customer retention reflects customers' continued commitment to an organization's products and services despite competitors' marketing efforts. Within multinational food and beverage firms, customer retention depends largely on the organization's ability to continuously satisfy changing consumer preferences influenced by culture and lifestyle. Firms capable of understanding evolving cultural dynamics are more likely to develop products and marketing strategies that strengthen customer loyalty and long-term patronage.

Theoretical Review

Hofstede's Cultural Dimensions Theory

The theoretical foundation for this study is anchored on Hofstede's Cultural Dimensions Theory, developed by Geert Hofstede in 1980 and subsequently refined in later publications

(Hofstede, Hofstede, & Minkov, 2010; Hofstede, 2011). The theory was developed following an extensive study of employees of IBM across more than seventy countries, with the objective of explaining how national culture influences workplace behaviour, organizational practices, managerial decisions, and consumer behaviour. Hofstede argued that cultural differences significantly shape people's values, attitudes, perceptions, communication patterns, and purchasing decisions, making culture an indispensable variable in international marketing and organizational management.

The theory initially identified four cultural dimensions—Power Distance, Individualism versus Collectivism, Masculinity versus Femininity, and Uncertainty Avoidance—and was later expanded to include Long-Term Orientation versus Short-Term Orientation and Indulgence versus Restraint. These dimensions explain how individuals within different societies perceive authority, relationships, achievement, risk, future orientation, and gratification, all of which influence their consumption behaviour and responses to marketing activities. Power Distance explains the extent to which members of society accept unequal distribution of power. In high power-distance societies, consumers may exhibit greater respect for authority, prestige brands, and organizational reputation, whereas consumers in low power-distance cultures often prefer egalitarian relationships and participatory interactions. Individualism versus Collectivism explains whether people prioritize personal goals or group interests. Collectivist cultures tend to emphasize family influence, social approval, and community values during purchasing decisions, while individualistic cultures focus more on personal preferences and self-expression. Masculinity versus Femininity differentiates societies that emphasize achievement, competition, and material success from those valuing cooperation, quality of life, and social relationships. Uncertainty Avoidance explains how consumers respond to ambiguity and risk, influencing brand loyalty, product acceptance, and willingness to try new products. Long-Term Orientation emphasizes future rewards through perseverance and adaptation, whereas Short-Term Orientation focuses on immediate outcomes and tradition. Indulgence versus Restraint explains the degree to which societies allow gratification of personal desires, influencing leisure consumption, food preferences, and lifestyle choices.

The theory is particularly relevant to this study because cultural diversity and lifestyle are manifestations of broader cultural orientations that shape consumer behaviour and organizational marketing outcomes. Multinational food and beverage firms operating in Port Harcourt serve consumers from diverse ethnic, religious, educational, and socio-economic backgrounds whose purchasing decisions are influenced by varying cultural values and lifestyle preferences. Firms capable of understanding these cultural differences are more likely to develop culturally responsive marketing strategies that enhance market share growth and customer retention. Hofstede's Cultural Dimensions Theory therefore provides an appropriate theoretical explanation for the relationship between cultural dynamics and marketing performance examined in this study.

Empirical Review

Nguyen and Mutum (2021) investigated the influence of cultural diversity on marketing effectiveness among multinational consumer goods firms operating in Southeast Asia. The study adopted a cross-sectional survey design involving 286 marketing managers from multinational corporations. Data were analyzed using Structural Equation Modelling (SEM). The findings revealed that cultural diversity significantly enhances market share growth by improving product localization, customer responsiveness, and market segmentation

strategies. The study concluded that firms capable of integrating diverse cultural perspectives into marketing decisions achieve stronger competitive positioning and increased market penetration. However, the study was conducted in Southeast Asia, thereby limiting the generalizability of its findings to Nigeria's multicultural business environment.
Ali, Khan, and Ahmed (2022) examined the relationship between workforce cultural diversity and marketing performance among multinational manufacturing firms in the United Arab Emirates. Using survey data collected from 214 managers and analyzed with multiple regression analysis, the study found that culturally diverse organizations develop more innovative marketing strategies capable of satisfying heterogeneous customer needs. The findings further revealed that cultural diversity significantly contributes to market share expansion by improving customer understanding and market adaptation. Nevertheless, the study focused primarily on internal organizational diversity rather than external consumer cultural diversity.

Methodology

Research Design

This study adopted a correlational survey research design to examine the relationship between cultural dynamics and marketing performance of multinational food and beverage firms in Port Harcourt, Rivers State.

Population of the study

The population comprised of all multinational food and beverage firms operating in Port Harcourt.

Sampling and Sampling Technique

A total population of 35 respondents. Primary data were collected through a structured questionnaire titled *Cultural Dynamics and Marketing Performance Questionnaire (CDMPQ)*, measured on a five-point Likert scale ranging from Strongly Agree (5) to Strongly Disagree (1), therefore a census approach. The hypothesis were tested with the use of Pearson Product Moment Correlation Coefficient (PPMC) with the aid of SPSS Version 29.0 at a 0.05 level of significance.

Data Presentation and Analyses

Table 1: Questionnaire Distribution and Retrieval

Questionnaire Status	Frequency	Percentage (%)
Administered	35	100.0
Retrieved	34	97.1
Not Retrieved	1	2.9
Total	**35**	**100.0**

Source: Field Survey (2026).

A total of 35 copies of the questionnaire were administered to management staff of the selected multinational food and beverage firms. Out of these, 34 questionnaires were correctly completed and returned, representing a 97.1% response rate**,** while one questionnaire (2.9%) was not returned.

Test of Hypothesis
Hypothesis One
H01: There is no significant relationship between cultural diversity and market share growth of multinational food and beverage firms in Port Harcourt.

Table 2: Correlation between Cultural Diversity and Market Share Growth

Variables	Cultural Diversity	Market Share Growth
Cultural Diversity Pearson Correlation	1.000	.826**
Sig. (2-tailed)	—	.000
N	34	34
Market Share Growth Pearson Correlation	.826**	1.000
Sig. (2-tailed)	.000	—
N	34	34

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

The correlation coefficient ($r = 0.826$) indicates a strong positive relationship between cultural diversity and market share growth. Since $p = 0.000 < 0.05$, the null hypothesis is rejected. This implies that firms that recognize and effectively manage cultural diversity achieve greater market share growth.

Hypothesis Two
H02: There is no significant relationship between cultural diversity and customer retention of multinational food and beverage firms in Port Harcourt.

Table 3: Correlation between Cultural Diversity and Customer Retention

Variables	Cultural Diversity	Customer Retention
Cultural Diversity Pearson Correlation	1.000	.851**
Sig. (2-tailed)	—	.000
N	34	34
Customer Retention Pearson Correlation	.851**	1.000
Sig. (2-tailed)	.000	—
N	34	34

The result indicates a strong positive relationship ($r = .851$, $p = .000$**)** between cultural diversity and customer retention. Therefore, the null hypothesis is rejected, indicating that understanding customers' diverse cultural backgrounds significantly improves customer retention.

Hypothesis Three
H03: There is no significant relationship between lifestyle and market share growth of multinational food and beverage firms in Port Harcourt..

Table 4: Correlation between Lifestyle and Market Share Growth

Variables	Lifestyle	Market Share Growth
Lifestyle Pearson Correlation	1.000	.794**
Sig. (2-tailed)	—	.000
N	34	34

Market Share Growth Pearson Correlation	.794**	1.000
Sig. (2-tailed)	.000	—
N	34	34

The findings revealed a strong positive relationship between lifestyle and market share growth (**r =** .794, p = .000**).** Consequently, the null hypothesis is rejected, suggesting that firms aligning their products and marketing strategies with consumers' lifestyles improve their market share.

Hypothesis Four

H04: There is no significant relationship between lifestyle and customer retention of multinational food and beverage firms in Port Harcourt.

Table 5: Correlation between Lifestyle and Customer Retention

Variables	Lifestyle	Customer Retention
Lifestyle Pearson Correlation	1.000	.872**
Sig. (2-tailed)	—	.000
N	34	34
Customer Retention Pearson Correlation	.872**	1.000
Sig. (2-tailed)	.000	—
N	34	34

The result shows a very strong positive relationship between lifestyle and customer retention (**r =** .872, p = .000**).** Since the significance level is below 0.05, the null hypothesis is rejected. This indicates that firms responding to customers' changing lifestyles are more successful in retaining customers.

Discussion of Findings

The study established that cultural diversity has a significant positive relationship with market share growth among multinational food and beverage firms in Port Harcourt. This finding suggests that organizations recognizing differences in ethnicity, language, beliefs, traditions, and consumer values are better positioned to design culturally appropriate marketing strategies capable of attracting broader customer segments and increasing competitive market share. The finding supports the work of Boateng and Okoe (2023)**,** who reported that culturally adaptive marketing strategies significantly improve market penetration and competitive positioning among multinational firms. It also agrees with Nguyen and Mutum (2021), who concluded that effective management of cultural diversity enhances product localization and market expansion.

The study further revealed that cultural diversity significantly enhances customer retention. This implies that multinational firms that respect customers' cultural backgrounds, traditions, and consumption preferences develop stronger customer relationships and long-term patronage. The finding corroborates Agyapong and Mensah (2022)**,** who observed that cultural sensitivity strengthens customer satisfaction and retention through improved relationship management. Similarly, Singh and Sharma (2021) found that multicultural marketing practices increase customer trust and loyalty by creating stronger emotional connections with consumers.

The findings also demonstrated that lifestyle has a significant positive relationship with market share growth**.** This indicates that firms aligning their products, branding, and promotional strategies with consumers' changing lifestyles achieve greater competitive advantage and market expansion. The finding is consistent with Kim and Lee (2021)**,** who reported that lifestyle-oriented product development positively influences market share growth. Likewise, Rahman and Hassan (2022) found that organizations adapting to changing urban lifestyles experience stronger competitive performance and increased market penetration.

Finally, the study established that lifestyle significantly influences customer retention. This suggests that organizations continuously responding to consumers' changing health consciousness, convenience needs, digital purchasing behaviour, and consumption patterns develop stronger long-term customer relationships. The finding agrees with Chen and Wang (2022)**,** who concluded that lifestyle responsiveness improves customer satisfaction and retention. It also supports Yakubu, Bello, and Suleiman (2024)**,** who reported that adapting to changing consumer lifestyles significantly enhances customer retention among multinational beverage firms in Nigeria. Collectively, these findings validate Hofstede's Cultural Dimensions Theory, which emphasizes that understanding cultural differences enables organizations to design marketing strategies that positively influence consumer behaviour and organizational performance.

Conclusion

This study concluded that cultural dynamics has a positive, strong and significant relationship with marketing performance of food and beverages firms in Port Harcourt, River State.

Recommendations

Based on the findings of the study we therefore recommends that:

1. Multinational food and beverage firms should continuously incorporate cultural diversity into product development, branding, promotional campaigns, and customer relationship strategies to improve market share growth.
2. Management should develop culturally inclusive marketing communication programmes that recognize consumers' ethnic, religious, and social differences in order to strengthen customer retention.
3. Firms should conduct regular lifestyle research to identify emerging consumer preferences, health trends, technological changes, and purchasing behaviours for effective product and market adaptation.
4. Marketing managers should integrate cultural intelligence and lifestyle analysis into strategic marketing planning to enhance long-term marketing performance and sustain competitive advantage within the Port Harcourt market.

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