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BRAND LOYALTY AND MARKET SHARE PERFORMANCE OF COCA-COLA PRODUCTS IN NIGERIA: A STUDY OF NIGERIA BOTTLING COMPANY PLC

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Abstract

This study examined the effect of brand loyalty on the market share of Coca-Cola at the Nigerian Bottling Company (NBC) plant in Benin City, Edo State, Nigeria. The study specifically assessed the effects of perceived brand quality, customer satisfaction, brand trust, and brand awareness on Coca-Cola's market share. It adopted a quantitative cross-sectional survey design, guided by Keller's Customer-Based Brand Equity Framework, Oliver's Four-Stage Loyalty Model, and Morgan and Hunt's Commitment-Trust Theory. The target population comprised approximately 1,200,000 adult Coca-Cola consumers and 340 registered NBC retail and wholesale distributors across six Local Government Areas in Benin City metropolis. Using Cochran's formula for large or unknown populations, a minimum sample of 385 was obtained and increased to 400. A total of 440 questionnaires were distributed, while 378 valid responses were retrieved, representing a 94.5% response rate. Data were analysed using IBM SPSS Version 26 through descriptive statistics, Pearson product-moment correlation, and multiple regression analysis, with Variance Inflation Factor diagnostics used to assess multicollinearity. Findings revealed that perceived brand quality, customer satisfaction, brand trust, and brand awareness each had significant positive effects on market share ($p < 0.001$). Collectively, the four dimensions explained 68.1% of the variation in market share ($R^2 = 0.681$; $F(4, 373) = 47.61$, $p < 0.001$). Perceived brand quality emerged as the strongest predictor ($\beta = 0.412$), followed by customer satisfaction ($\beta = 0.367$), brand trust ($\beta = 0.298$), and brand awareness ($\beta = 0.253$). The study concludes that brand loyalty is a significant multidimensional determinant of Coca-Cola's market share in Benin City. It recommends strengthening product quality and cold-chain management, improving customer satisfaction and complaint resolution, enhancing trust-building communication, and strategically reallocating resources from saturated awareness campaigns toward higher-yield loyalty dimensions.

Keywords: brand loyalty, market share, perceived brand quality, customer satisfaction, brand trust, brand awareness, Coca-Cola, Benin City

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Introduction

Brand loyalty has emerged as one of the most strategically consequential constructs in contemporary marketing and management scholarship. In an era defined by saturated consumer markets, rapid product proliferation, and shortening consumer attention spans, the capacity of a firm to cultivate and sustain a loyal customer base represents a durable source of competitive advantage. Brand-loyal consumers purchase more frequently, exhibit lower price sensitivity, voluntarily advocate for the brand, and are markedly less susceptible to competitive switching (Keller, 2013; Bakhshizadeh & Aliasghari, 2023; Godspower & Ego, 2025). These behavioural characteristics translate directly into measurable improvements in market share the proportion of total sales within a defined market captured by a firm relative to its competitors.

The global carbonated soft drinks (CSD) industry, valued at approximately USD 428.4 billion in 2022 and projected to reach USD 617.2 billion by 2030 (Godspower & Ego, 2025), provides an instructive context for examining the brand loyalty-market share relationship. The Coca-Cola Company remains the world's most recognised beverage brand, with an estimated brand value of USD 106 billion in 2023 (Godspower & Ego, 2025), operating in over 200 countries through licensed bottling partners. In Nigeria, Coca-Cola operates through the Nigerian Bottling Company (NBC) within a non-alcoholic beverage market that is among the most competitive and rapidly changing in Africa (Martins, 2024). A young, urbanising population with growing discretionary income coexists with macroeconomic volatility and an expanding cohort of low-priced domestic competitors such as Bigi Cola (Rite Foods Limited) and RC Cola, whose price parity and strong local distribution networks have made significant inroads into the CSD market (Babalola et al., 2024).

Benin City, the capital of Edo State, carries strategic significance for Coca-Cola's South-South Nigerian operations, hosting the NBC bottling plant that supplies both the metropolitan consumer market and the wholesale networks serving Edo, Delta, and parts of Ondo States. With an adult population exceeding 1.5 million and a commercial landscape spanning salaried professionals, market traders, students, and hospitality businesses, Benin City offers a demographically diverse consumer base whose loyalty patterns are shaped by both nationwide brand experience and locally specific consumption norms (Orhero & Okolie, 2023). Although the loyalty-market share relationship is well documented internationally

(Chaudhuri & Holbrook, 2001; Pan et al., 2012; Mellens et al., 1996) and increasingly in Nigeria (Agu et al., 2019; Abiodun, 2018; Okafor & Nwosu, 2021), existing Nigerian studies have predominantly relied on convenience sampling and single- or two-item proxy measures of loyalty, and none has applied a comprehensive four-dimensional loyalty framework to Coca-Cola's operations within a single, geographically defined operational unit such as Benin City. This study addresses that gap.

Statement of the Problem

The central problem motivating this study is both empirical and practical: to what extent do the constituent dimensions of brand loyalty perceived brand quality, customer satisfaction, brand trust, and brand awareness individually and collectively explain variations in Coca-Cola's market share in Benin City, Edo State? Brand loyalty has frequently been treated in the Nigerian literature as a composite or holistic construct, with studies measuring it through one or two dimensions without examining whether the constituent dimensions operate with equivalent or differential strength in influencing market outcomes. For instance, Abiodun (2018) demonstrated a significant aggregate loyalty-market share relationship in the Nigerian FMCG sector without disaggregating loyalty into its component dimensions an omission that matters because the managerial implications of a finding that 'loyalty drives market share' differ entirely depending on whether quality, satisfaction, trust, or awareness is the primary active mechanism.

The specific competitive conditions facing Coca-Cola in Benin City the growth of low-price indigenous competitors, the post-pandemic reconfiguration of consumer spending priorities, and the increasing salience of health and value concerns among young urban consumers raise legitimate questions about whether the brand loyalty dimensions established in earlier research continue to operate with the same relative magnitudes. Babalola et al. (2024) noted that perceived quality consistency had become increasingly critical to consumer loyalty for Coca-Cola in Nigeria as quality-competitive alternatives entered the market, implying a possible shift in the relative weights of loyalty dimensions. Practically, Coca-Cola Nigeria and NBC have not publicly released market-share data disaggregated to the Benin City level, leaving brand managers at the local plant level to make strategic decisions on advertising, distribution, quality management, and consumer engagement without empirically validated, locally grounded

guidance on which loyalty dimensions most directly translate into market-share gains.

This study provides that guidance by quantifying the partial effect of each loyalty dimension on market share through multiple regression analysis.

Research Objectives

The general objective of this study was to examine the effect of brand loyalty on the market share of Coca-Cola in Benin City, Edo State, Nigeria. The specific objectives were to:

1. examine the effect of perceived brand quality on the market share of Coca-Cola in Benin City, Edo State;
2. assess the effect of customer satisfaction on the market share of Coca-Cola in Benin City, Edo State;
3. determine the effect of brand trust on the market share of Coca-Cola in Benin City, Edo State; and
4. evaluate the effect of brand awareness on the market share of Coca-Cola in Benin City, Edo State.

Research Questions

Correspondingly, the study was guided by the following research questions:

1. What effect does perceived brand quality have on the market share of Coca-Cola in Benin City, Edo State?
2. What effect does customer satisfaction have on the market share of Coca-Cola in Benin City, Edo State?
3. What effect does brand trust have on the market share of Coca-Cola in Benin City, Edo State?
4. What effect does brand awareness have on the market share of Coca-Cola in Benin City, Edo State?

Research Hypotheses

The study tested the following null hypotheses at the 0.05 level of significance:

H₀₁: Perceived brand quality has no significant effect on the market share of Coca-Cola in Benin City, Edo State.

H₀₂: Customer satisfaction has no significant effect on the market share of Coca-Cola in Benin City, Edo State.

H₀₃: Brand trust has no significant effect on the market share of Coca-Cola in Benin City, Edo State.

H₀₄: Brand awareness has no significant effect on the market share of Coca-Cola in Benin City, Edo State.

Theoretical and Conceptual Framework

This study is anchored on three complementary theories. Keller's (2013) Customer-Based Brand Equity (CBBE) framework defines brand equity as the differential effect that a brand's presence exerts on consumer response, organised into a sequential pyramid of salience, performance/imagery, judgements/feelings, and resonance. These stages map onto the study's four independent variables: brand awareness operationalises the salience stage; perceived brand quality operationalises the performance-level meaning-building stage; customer satisfaction reflects the judgement-stage outcome; and brand trust underpins the resonance-stage loyalty relationship (Keller, 2013; Godspower & Ego, 2025). Oliver's (1999) four-stage loyalty model cognitive, affective, conative, and action loyalty describes a developmental sequence in which awareness and quality build cognitive loyalty, satisfaction generates affective loyalty, and trust consolidates conative loyalty, with action loyalty (habitual purchase inertia) as the most competitively resistant stage. Finally, Morgan and Hunt's (1994) Commitment-Trust Theory of Relationship Marketing proposes that trust and commitment mediate the effects of relationship antecedents on relationship outcomes including loyalty and continuance, providing the theoretical grounding for including brand trust as a distinct predictor of market share.

The conceptual framework positions perceived brand quality, customer satisfaction, brand trust, and brand awareness as independent variables exerting direct positive effects on market share, the dependent variable, each operating through a distinct psychological mechanism quality through cognitive evaluation, satisfaction through affective post-purchase processing, trust through relational commitment, and awareness through memory accessibility while contextual factors such as competitive pricing intensity, distribution coverage, and macroeconomic conditions are acknowledged as boundary conditions rather than modelled variables (adapted from Aaker, 1996; Keller, 2013).

Empirical Review

Perceived brand quality, Zeithaml's (1988) subjective assessment of a product's overall excellence relative to alternatives, is consistently the most powerful loyalty dimension in prior Coca-Cola research. Agu et al. (2019), using OLS regression on 180 Coca-Cola consumers in Enugu State, found perceived quality to be the strongest brand-equity predictor of loyalty ($\beta = 0.48$), outperforming awareness and brand associations. Babalola et al. (2024) found that Nigerian consumers who perceived taste-quality consistency

across purchase occasions were significantly more likely to report high loyalty ($\beta = 0.43$, $p < 0.001$), a finding tied to cold-chain and distribution-level quality management. Keller (2013) situates quality as a core driver of brand equity and, through equity, of price-premium potential and market-share retention. These studies collectively anchor the expectation that quality perceptions would emerge as the leading market-share predictor in the present study.

Customer satisfaction, defined through the expectancy-disconfirmation paradigm (Oliver, 1977) as the cognitive-affective state produced when post-consumption evaluation meets or exceeds expectations, is theorised by Dick and Basu (1994) as necessary but not sufficient for genuine loyalty, since satisfied consumers may still switch given a sufficiently attractive price differential. Ibrahim and Ogunnaike (2020) found that satisfaction significantly mediated the service-quality-loyalty relationship among Lagos Coca-Cola consumers, with distribution availability the most important satisfaction driver beyond product quality itself an observation reinforced by Nwokah and MacLayton (2006) and by Ateke and Iruka (2015), who confirmed that structured satisfaction management, including responsive complaint resolution, significantly predicted loyalty among Rivers State FMCG consumers.

Brand trust, conceptualised by Chaudhuri and Holbrook (2001) as consumers' consistent willingness to rely on a brand's ability to perform its stated function, rests on beliefs about both technical reliability and ethical honesty. Chinomona (2016), using structural equation modelling on 252 South African consumers, found brand trust the strongest single predictor of loyalty ($\beta = 0.41$, $p < 0.001$), attributing this to the relational quality of consumer-brand relationships in African cultural contexts. Within Nigeria, Okafor and Nwosu (2021) confirmed a significant brand-trust-market-share relationship for South-Eastern Nigerian soft-drink firms, particularly among female consumers weighting product-safety credibility, while Godspower and Ego (2025) linked NBC's perceived corporate reputation and community engagement in Benin City directly to trust and loyalty intentions.

Brand awareness, comprising brand recognition and brand recall (Keller, 2013), is the foundational prerequisite for the other equity dimensions but is subject to diminishing marginal returns once a brand achieves near-universal recognition (Aaker, 1996). Oladepo and Abimbola (2015) found brand recall the strongest predictor of purchase decisions among Lagos beverage consumers, with television advertising the most powerful awareness driver, while Ejike and Ugwu (2022) confirmed that advertising intensity,

social-media presence, and point-of-sale promotion jointly shaped awareness and, through it, loyalty and purchase behaviour in the Nigerian soft-drink industry. Because Coca-Cola already enjoys saturation-level awareness in most Nigerian urban markets, the literature anticipates that awareness would register the smallest, though still significant, incremental effect on market share (Ejike & Ugwu, 2022).

At the level of the loyalty-market share relationship overall, Chaudhuri and Holbrook (2001) found purchase loyalty significantly associated with relative market share ($r = 0.32$, $p < 0.05$) using objective syndicated data across 107 brands, and Pan et al. (2012), using SEM on 2,400 Chinese consumers, found brand loyalty explained 38% of market-share variance, mediated by word-of-mouth. Mellens et al. (1996) confirmed brand loyalty as the strongest predictor of stable market share across measurement approaches in the Belgian consumer-goods market. Locally, Godspower and Ego (2025) found strong Coca-Cola brand positioning in Benin City significantly associated with consumer retention and competitive resistance, and Abiodun (2018) found composite brand loyalty explained 52% of market-share variance in the Nigerian FMCG beverage category the highest explanatory power reported prior to the present study.

Methodology

This study adopted a quantitative, cross-sectional survey research design, selected because it enables systematic collection of standardised data from a large, geographically bounded sample and facilitates statistical generalisation and hypothesis testing (Creswell, 2014). The target population comprised two groups: adult consumers (aged 18 and above) who had purchased and consumed Coca-Cola products in Benin City within the six months preceding the survey, drawn from the six constituent local government areas of the Benin City metropolitan area (Oredo, Ikpoba-Okha, Egor, Ughunmwonde, Ovia North-East, and Ovia South-West), whose adult population exceeds 1,200,000 (Edo State Bureau of Statistics, 2022); and 340 registered retail and wholesale distributors of Coca-Cola products listed in NBC's Benin City distribution records (NBC, 2023). Because the exact number of adult Coca-Cola consumers in Benin City cannot be precisely enumerated and is best treated as a large, effectively unbounded population, the sample size was determined using Cochran's (1963) formula for an unknown/large population, $n = Z^2pq/e^2$, rather than a finite-population-correction approach: with $Z = 1.96$ (95% confidence level), $p = q = 0.5$, and $e = 0.05$ margin of error, this yielded a minimum sample of approximately 385 respondents. This was rounded up to a working sample of 400 to preserve clean, proportionate allocation across the six LGA strata and

the distributor stratum; to allow for an anticipated 10% non-response and invalid-questionnaire rate, 440 questionnaires were distributed.

A stratified random sampling technique was applied to ensure proportionate representation across the six LGA strata and the distributor category, with sample allocation weighted by each stratum's share of the total population (for example, 139 respondents from Oredo LGA and 95 each from Ikpoba-Okha and Egor LGAs). Within each consumer stratum, systematic random sampling was applied, with research assistants selecting every fifth qualifying individual at designated survey points (market entrances, supermarket exits, and tertiary-institution campuses), while the 40-respondent distributor stratum was sampled by census from the NBC distribution list. Data were collected exclusively from primary sources using the researcher-developed Brand Loyalty and Market Share Survey Instrument (BLMSS), a structured, self-administered questionnaire comprising a demographic section and five-point Likert-scaled sections measuring perceived brand quality (6 items), customer satisfaction (6 items), brand trust (6 items), brand awareness (6 items), and market share (6 items). The instrument was administered by trained research assistants between January and March 2026, with completed instruments retrieved within 24 hours; of 440 questionnaires distributed, 378 were returned fully completed, a 94.5% response rate.

Content and face validity were established through expert-panel review and pilot administration to 40 respondents in areas excluded from the main sample, and construct validity was confirmed through exploratory factor analysis in which all items loaded on their intended factors above the 0.60 threshold (Hair et al., 2019) with no cross-loadings above 0.30. Reliability, assessed via Cronbach's alpha on the pilot sample, exceeded the 0.70 threshold (Nunnally, 1978) for every construct (perceived brand quality $\alpha = 0.81$; customer satisfaction $\alpha = 0.79$; brand trust $\alpha = 0.83$; brand awareness $\alpha = 0.78$; market share $\alpha = 0.82$; overall scale $\alpha = 0.83$). Data were coded and analysed using IBM SPSS Statistics Version 26. Descriptive statistics (frequencies, percentages, means, and standard deviations) described the demographic profile and item-level response patterns. Pearson product-moment correlation analysis was used to assess the strength and direction of the bivariate relationship between each independent variable and market share prior to regression testing. Multiple regression analysis (Ordinary Least Squares estimation) was then applied to test the four null hypotheses simultaneously, estimating standardised beta coefficients, t-statistics, R^2 and adjusted R^2 values, and F-statistics, with Variance Inflation Factor (VIF) diagnostics applied to rule out multicollinearity among the predictors (a conventional VIF threshold of 5.0 was adopted, per Hair et al., 2019).

REGRESSION ANALYSIS OF BRAND LOYALTY DIMENSIONS AND COCA-COLA MARKET SHARE

Table 1: Effect of Perceived Brand Quality on the Market Share of Coca-Cola in Benin City, Edo State

Variable	Mean	SD	Pearson r	β	T	p-value	Decision
Perceived Brand Quality	3.89	0.71	0.681**	0.412	8.921	0.000	Reject H0 ₁

Note. N = 378. Market share was the dependent variable. Pearson r represents the bivariate association with market share, while β is the standardised regression coefficient from the full OLS model. Correlation is significant at the 0.01 level (two-tailed). The overall regression model was significant, $R = 0.825$, $R^2 = 0.681$, Adjusted $R^2 = 0.677$, $F(4, 373) = 47.61$, $p < 0.001$. Decision rule: reject the null hypothesis where $p < 0.05$.

Table 2: Effect of Customer Satisfaction on the Market Share of Coca-Cola in Benin City, Edo State

Variable	Mean	SD	Pearson r	β	T	p-value	Decision
Customer Satisfaction	3.71	0.83	0.647**	0.367	7.643	0.000	Reject H0 ₂

Note. N = 378. Market share was the dependent variable. Pearson r represents the bivariate association with market share, while β is the standardised regression coefficient from the full OLS model. Correlation is significant at the 0.01 level (two-tailed). The overall regression model was significant, $R = 0.825$, $R^2 =$

0.681, Adjusted $R^2 = 0.677$, $F(4, 373) = 47.61$, $p < 0.001$. Decision rule: reject the null hypothesis where $p < 0.05$.

Table 3: Effect of Brand Trust on the Market Share of Coca-Cola in Benin City, Edo State

Variable	Mean	SD	Pearson r	β	T	p-value	Decision
Brand Trust	3.59	0.84	0.598**	0.298	6.214	0.000	Reject H_{0_3}

Note. $N = 378$. Market share was the dependent variable. Pearson r represents the bivariate association with market share, while β is the standardised regression coefficient from the full OLS model. Correlation is significant at the 0.01 level (two-tailed). The overall regression model was significant, $R = 0.825$, $R^2 = 0.681$, Adjusted $R^2 = 0.677$, $F(4, 373) = 47.61$, $p < 0.001$. Decision rule: reject the null hypothesis where $p < 0.05$.

Table 4: Effect of Brand Awareness on the Market Share of Coca-Cola in Benin City, Edo State

Variable	Mean	SD	Pearson r	β	T	p-value	Decision
Brand Awareness	4.17	0.64	0.563	0.253	5.487	0.000	Reject H_{0_4}

Note. $N = 378$. Market share was the dependent variable. Pearson r represents the bivariate association with market share, while β is the standardised regression coefficient from the full OLS model. Correlation is significant at the 0.01 level (two-tailed). The overall regression model was significant, $R = 0.825$, $R^2 = 0.681$, Adjusted $R^2 = 0.677$, $F(4, 373) = 47.61$, $p < 0.001$. Decision rule: reject the null hypothesis where $p < 0.05$.

Summary of Findings

The results show that all four dimensions of brand loyalty had positive and statistically significant effects on Coca-Cola's market share in Benin City. Perceived brand quality had the strongest effect ($\beta = 0.412$), followed by customer satisfaction ($\beta = 0.367$), brand trust ($\beta = 0.298$), and brand awareness ($\beta = 0.253$). Since all p-values were less than 0.05, the four null hypotheses were rejected. The findings further indicate that the four predictors jointly explained 68.1% of the variation in Coca-Cola's market share ($R^2 = 0.681$).

Results and Discussion

Of the 378 valid respondents, 53.7% were male and 46.3% female; the largest age cohort (34.9%) fell between 26 and 35 years; 45.5% held HND/B.Sc. qualifications; 38.4% purchased Coca-Cola weekly; and 89.4% were consumers as against 10.6% distributors reflecting the predominance of economically active, moderately educated young adults as the core Coca-Cola consumer demographic in Benin City. Aggregate descriptive statistics showed all five constructs recording mean scores above 3.50 on the five-point scale: brand awareness returned the highest mean ($M = 4.17$, $SD = 0.64$), followed by perceived brand quality ($M = 3.89$, $SD = 0.71$), market share ($M = 3.88$, $SD = 0.76$), customer satisfaction (M

$= 3.71$, $SD = 0.83$), and brand trust, which recorded the lowest mean ($M = 3.59$, $SD = 0.84$) signalling that trust represents Coca-Cola's most significant loyalty vulnerability in the Benin City market, particularly on the marketing-communication-honesty item ($M = 3.51$) and the quality-reliability-trust item ($M = 3.58$).

Pearson correlation analysis confirmed statistically significant positive associations between all four independent variables and market share at the 0.01 level, with perceived brand quality recording the strongest bivariate association ($r = 0.681$), followed by customer satisfaction ($r = 0.647$), brand trust ($r = 0.598$), and brand awareness ($r = 0.563$); inter-correlations among the predictors ranged from $r = 0.489$ to $r = 0.612$, indicating meaningful but non-problematic overlap, subsequently confirmed by VIF values of between 1.42 and 2.18, well below the 5.0 concern threshold. Multiple regression analysis, estimated via Ordinary Least Squares (OLS), on the full model was statistically significant overall ($R = 0.825$, $R^2 = 0.681$, adjusted $R^2 = 0.677$; $F(4, 373) = 47.61$, $p = 0.000$), indicating that the four brand-loyalty dimensions jointly explained 68.1% of the variance in Coca-Cola's market share in Benin City a level of explanatory power exceeding comparable single- or dual-dimension Nigerian studies (Abiodun, 2018, $R^2 = 0.52$; Agu et al., 2019, $R^2 = 0.61$).

At the level of individual hypotheses, perceived brand quality recorded the largest standardised effect ($\beta = 0.412$, $t = 8.921$, $p = 0.000$), leading to rejection of H_{01} and confirming Agu et al.'s (2019) Enugu State finding within the distinct Benin City competitive context; item-level analysis showed that while absolute quality and comparative superiority were widely affirmed (PBQ3 packaging $M = 3.98$; PBQ5 comparative quality $M = 3.95$), the value-for-money item recorded the lowest mean in the subscale (PBQ4, $M = 3.68$) and the highest disagreement rate (15.4%), suggesting that quality leadership is increasingly contested at the price-value interface as lower-priced indigenous alternatives achieve parity with some consumer segments. Customer satisfaction produced the second-largest effect ($\beta = 0.367$, $t = 7.643$, $p = 0.000$; H_{02} rejected), consistent with Ibrahim and Ogunnaike (2020) and Ateke and Iruka (2015); the complaint-resolution item recorded the single lowest mean across the entire questionnaire (CS4, $M = 3.49$), identifying NBC Benin City's consumer-relations function as the weakest link in the satisfaction chain.

Brand trust exerted a significant but third-ranked effect ($\beta = 0.298$, $t = 6.214$, $p = 0.000$; H_{03} rejected), corroborating Okafor and Nwosu (2021) and Chinomona (2016) and reflecting the construct's status as the lowest-scoring aggregate dimension in the survey. Brand awareness produced the smallest, though still statistically significant, effect ($\beta = 0.253$, $t = 5.487$, $p = 0.000$; H_{04} rejected), consistent with Aaker's (1996) prediction of diminishing marginal returns at saturation-level awareness; recognition (BA1, $M = 4.26$) and recall (BA2, $M = 4.23$) items recorded the highest means in the entire instrument, indicating that Coca-Cola's awareness advantage in Benin City is already close to structurally maximised, so that its residual market-share contribution operates chiefly through consideration-set maintenance and social-proof reinforcement rather than new-consumer acquisition, mirroring Ejike and Ugwu's (2022) conclusion for the wider Nigerian soft-drink sector.

Findings

Arising directly from the four research questions, the study found that:

1. in response to the first research question, perceived brand quality has a statistically significant, positive, and the strongest effect on the market share of Coca-Cola in Benin City ($\beta = 0.412$, $p = 0.000$), with value-for-money the most contested quality sub-dimension;
2. in response to the second research question, customer satisfaction has a statistically significant, positive, and second-ranked effect

on market share ($\beta = 0.367$, $p = 0.000$), with complaint-handling the weakest satisfaction sub-dimension;

3. in response to the third research question, brand trust has a statistically significant, positive, third-ranked effect on market share ($\beta = 0.298$, $p = 0.000$), with marketing-communication honesty and quality-reliability trust the weakest trust sub-dimensions; and
4. in response to the fourth research question, brand awareness has a statistically significant but comparatively smallest positive effect on market share ($\beta = 0.253$, $p = 0.000$), consistent with awareness saturation.

Collectively, the four dimensions jointly and significantly predicted market share ($R^2 = 0.681$; $F(4, 373) = 47.61$, $p = 0.000$), confirming that brand loyalty, comprehensively measured, is a powerful determinant of Coca-Cola's competitive position in the Benin City market.

Conclusion

This study concludes that brand loyalty, comprehensively operationalised through perceived brand quality, customer satisfaction, brand trust, and brand awareness, is a statistically robust and practically significant determinant of Coca-Cola's market share in Benin City, Edo State. The differential effect sizes recorded quality and satisfaction producing the largest market-share returns, and awareness the smallest constitute a ranked investment framework of direct relevance to NBC's brand-management decision-making. Coca-Cola's market-share leadership in Benin City rests on foundations of differing strength: its awareness advantage is structurally near-saturated and provides a stable baseline of consideration-set dominance; its quality leadership is strong but increasingly contested at the price-value interface; its satisfaction position is broadly positive but carries a specific and addressable weakness in complaint resolution; and its trust position is the most vulnerable of the four dimensions, with meaningful minorities of consumers expressing scepticism about marketing-communication honesty and ingredient-safety credibility. Consistent with recent Nigerian evidence on Coca-Cola's brand positioning and consumer relations in Benin City (Godspower & Ego, 2025), on quality-consistency effects (Babalola et al., 2024), and on brand trust among South-Eastern Nigerian soft-drink consumers (Okafor & Nwosu, 2021), the findings affirm the continued explanatory validity of Keller's (2013) CBBE framework, Oliver's (1999) loyalty model, and Morgan and Hunt's (1994) Commitment-Trust Theory within the Nigerian FMCG context, contributing to the broader project of validating Western-developed

brand-equity theory in African emerging-market settings.

Recommendations

Arising directly from the four research questions and their corresponding findings, the study recommends that:

1. Coca-Cola Nigeria and NBC Benin City should strengthen quality-management systems particularly cold-chain handling to preserve freshness and carbonation at the retail level, consistent taste and packaging standards, rapid withdrawal protocols for substandard batches, and periodic consumer quality-perception audits across the six LGAs while re-examining pack-price architecture to defend the perceived value-for-money position against lower-priced competitors;
2. NBC Benin City should implement a structured, technology-enabled customer-satisfaction tracking system, establish enforceable complaint-resolution timelines (for example, within 48 hours), and strengthen distributor incentive programmes tied to consistent product availability across supermarkets, open markets, and informal retail outlets, addressing the availability and complaint-handling gaps identified in the survey;
3. Coca-Cola Nigeria should invest in transparent, evidence-based communication regarding ingredient safety and product claims, and should deepen NBC's community engagement and corporate-social-responsibility visibility in Benin City to reinforce corporate-reputation-based trust, consistent with Godspower and Ego's (2025) findings; and
4. NBC should reallocate a portion of mass-reach awareness advertising expenditure whose marginal market-share return is now low toward the higher-yield quality, satisfaction, and trust-building interventions identified above, while retaining sufficient awareness spend to sustain consideration-set dominance and social-proof effects;

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