Effect of Culture on Marketing Orientation of Multinational Firms: Evidence from Nigeria

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Abstract
The effect of globalization generally is that many firms have become international players in their marketing operations earlier than they had expected. This stepping out into the international arena was also quickened by the prevailing and pervasive quick-silver changes in technology. The emergence of the Internet was also a catalyst in the ever evolving technology. It is known in literature and supported by evidence from China, Europe and Asia that going into a new market by a firm requires that the firm must take into cognizance the nature of its new market environment which includes the economy, the political and cultural factors. In addition, the firm will consider its own capability – marketing orientation and strategy to adopt the new cultural obligation for business success. The multinational firms in Nigeria were studied to find out the extent of Nigerian cultural content in or influence on their marketing orientation and strategy. The study revealed that the firms in developing their entry and operations strategy, which ostensibly were informed by their marketing orientation about the Nigerian market, considered only the economic and political factors but not the cultural factor. For example, their product packages were of foreign designs that came in languages alien to the Nigerian consumers. This situation did not affect their marketing operations, it was discovered, too, because of the Xenocentric buying behavior of the Nigerian consumer. Indeed this Xenocentric buying behavior of the Nigerian consumer appeared to be their gain.

Key Words: Culture, Marketing Orientation, Marketing Strategy, Multinational Firms

Introduction

Nigeria is one of the emerging markets in the world and a leading emerging market in Africa. This position results from the size and population of the country, over one hundred and seventy million people, its vast oil wealth and its growing economy officially ranked the first in Africa. Earlier studies by scholars outside Nigeria, and Nigerian in Diaspora (Bell and Shelman, 2010; Chan, 2013; Chua, 2012; Claudia, 2012; Foley and Kevr, 2011; Jones, 2010; Neeley, 2011; Neeley, Hinds and Cramton, 2009; Okechuku, 1994; Quelch, 2009; Rozkwitalska, 2013), focused on the influence of culture on multinational and/or global firms in such countries like USA, Finland, China, Australia, Norway, India, Pakistan but rarely any as it concerns Nigeria.

Firms going into new markets are challenged by opportunities and threats in the new markets, whether domestic or international. Usually, a firm's response to these challenges is hinged on its philosophy or orientation towards marketing dynamics at the home front and abroad. Contending firms, that is firms that strive to lead their industries in the market, do not just hop into a new market. Their entry is preceded by a research into the new market (Pride and Ferrell, 1985). However, the direction and extent of the market research depend on the orientation of the firm in the market in terms of production-based, product-based, sales-based or marketing-based. The research then directs its focus in that direction and so the result finds an answer to its worry in line with its orientation.

Statement of Problem

The marketing strategies multinational firms employ as a result of their marketing philosophy or orientation must as a necessity take into account not only the needs of its customers but also those factors that shape and/or determine the needs of their customers and their buying behavior. These determinants have been found in literature to include economic and socio-cultural factors (Schiffman and Kanuk, 2009). As a matter of fact, these factors are economic and cultural factors because culture, as discussed in this study, encom-passes social factors, legal, religion, occupation and even technology. The worry here is that many multinational firms fail to factor in the cultural demands of emerging markets or poor economies in Africa in their marketing orientation because they perceive such cultural requirements inconsequential (Lee, 1987). These cultural factors include consumers' buying behavior, language, ethnocen-trism, country-of-origin effect, attitude etc (Lee and Shum, 2010; Liu, Murphy, Li and Liu, 2007; Philip and brown, 2003; Shin, 1993;). Has Nigeria such a fate? This is worrisome because` the strategy a firm designs to capture a new market depends on both its marketing orientation and its orientation about the new market, that is how the firm perceives the new market – whether highly competitive or easy walk-over; highly attractive or unattractive; emerging and important or developed.

The multinational firms in Nigeria do not seem to have factored in Nigerian consu-mers' culture in their marketing orienta-tion and in their product development, so at least their ads, product literature and campaigns suggest. This is a problem and a challenge to Nigerian consumers who buy products with the instructions about the products' usage and ads written in foreign languages, and to Nigerian consu-

mers' watchdog like the Consumers' Rights Protection Council of Nigeria and other regulatory agencies like the National Agency for Food and Drugs Administration and Control and National Communications Commission who police the manufacturers of such products for consumers' rights protection. This practice is also deceptive to new multinational firms wishing to enter the Nigerian market and may pose a big investment challenge in sectors where the consumers can stand up for their rights such as in banking services.

Objectives of the Study
The objectives of this study are to explore
1. If the multinational firms in Nigeria factored in the culture of the Nigerian consumers in their marketing plans
2. The effect of such cultural inclusion in their marketing plan if they did
3. The extent to which the culture of Nigerian consumers influenced the multinational firms' pre-entry marketing activities in Nigeria.

Research Questions
This work concerns itself with the following research questions as a way of meeting the objectives of the study based on the hypotheses below.
1. Do multinational firms consider ethnocentrism in their foreign markets assessment prior to entry into such markets?
2. What are the implications of multinational firms factoring or not factoring in foreign nationals' ethnocentric tendency in their assessment of foreign markets?
3. Do multinational firms apply marketing orientation in their foreign markets or just see such markets as

extension of their home market?
4. What are the implications of multinational firms' failure to extend their marketing concept or orientation to consumers in foreign markets, including Nigeria?
5. How do these questions play out in Nigeria?

Research Hypotheses
This study is anchored on the following hypotheses:

$H0_1$: The multinational firms' (in Nigeria) marketing orientation is merely an extension of their home country marketing philosophy.

$H0_2$: There is no significant consideration of the ethnocentric tendency of the Nigerian consumer in the marketing orientation of the multinational firms in Nigeria.

$H0_3$: There is no significant influence of the culture of Nigeria on the marketing orientation of the multinational firms in Nigeria.

$H0_4$: The multinational firms' marketing orientation and activities are devoid of any influence by the culture of Nigeria and can thrive independent of the culture of Nigeria.

Scope and Limitation of Study
This study did not intend to measure the effect of culture or customer ethnocentrism on the marketing performance of the multinational firms nor its impact on their strategic approaches and maneuvers. It only concerned itself to investigating if the culture of the Nigerian consumers was taken into consideration in their marketing philosophy and how this has affected their marketing efforts in Nigeria.

This study was limited by the dispersal of these multinational firms and the connectivity problems in the Nigerian communication system – road, air, rail, sea, and even the Internet. Road and air in terms of hazards; sea in terms of non-navigational status of most sea routes in the country; rail in terms of its non-availability in many parts of the country; and Internet in terms of network hiccups and many of the multinationals' E-mail addresses were not available even on the Internet. Also, the uncompromising attitude of many management staff of the multinational firms in Nigeria towards Nigerian researchers necessitated whittling down the number of firms from the initial forty eight to sixteen.

Organization of this Study

This work is divided into two main areas.

(a) Application of marketing orientation by the multinational firms in Nigeria

(b) Consideration of the culture of Nigeria as an important factor in their marketing strategy derived from and driven by their operational orientation – marketing or product.

The issues of marketing orientation and the place of culture in foreign markets were also analyzed in detail to guide this work in its exploration as a theoretical framework. This study relied on the Uppsala and POM (business) models to discuss firms' internationalization process. That is, the multinational' process of gradual entry through exporting of their products or services to Nigeria.

Review of Literature
What is Culture?

In trying to define culture it is important we take note of Gerth and Wright Mills' (1979) observation that *"the culture of the individual certainly does not consist of the quantity of 'cultural values' which he amasses; it consists of an articulated selection of culture values."* In other words, the isolated individual cultural values one picks up from traveling from one place to the other do not make up one's culture. Rather what can be referred to as one's culture are the articulated cultural values that can be traced to a particular setting one belongs to. The products of foreign firms are influenced by the culture of the home markets in terms of their needs and the nature of meeting the needs. The Japanese women had their own washing habits which Procter & Gamble's Cheer laundry detergent did not satisfy and so the product lost its Japanese market until this fact was discovered (Lee and Shum, 2010). This cultural fact informed McDonald's marketing manager's (2009) observation that "good response market proved that our strategy of product localization is correct." And this fact was taken into consideration by KFC as reported by its Beijing manager (2009) that "Actually, we are always looking for new tastes which fit Chinese customers and we found some local food very nice and favored by Chinese people." (Cui and Ting, 2009).

Concept of Culture

Duncan (1969) defined culture as *"that part of the total repertoire of human action (and its products) which is socially, as opposed to genetically, transmitted."* This definition takes into account all aspects of human relationships and existence excluding the viscera make up of man. Marcus et al (1980) see culture as *"the inventory of appropriate values and customs that are imparted to members of a particular society."* The common string running through Duncan's and Marcus et al's definitions is

their agreement that cultures are values that pass on to members of a society. And in particular, Marcus et al made no mistake to point out that the values or customs must be appropriate. In other words they must be those sanctioned or approved by the society, group or community. This of course lends credence to our earlier position that an individual's specific isolated cultural values learned from traveling to other places can not be traced to a particular society and so are not his culture in terms of his or her association or membership of a community or society.

Kilmann (1998) interprets culture as *"the invisible force behind the tangibles and observables in any organization, a social energy that moves the membership into action."* The beauty of this definition is that it takes us further than the ecological environment of man to institutional settings such as the work place. Thus Kilmann takes culture beyond human habitat to social circles and other institutions where people group themselves. It therefore means that firms must consider the behavioral dimension of a people, their language, and their life style in its marketing campaign including its products ads. The Yorubas of Nigeria cherish it if a marketer communicates to them in their Yoruba language. This could be taken advantage of by firms advertising in Yoruba.

However, Tyler (1871)'s definition of culture as *"that complex whole which includes knowledge, belief, art, morals, law, custom and any other capabilities and habits acquired by man as a member of a society"* is more embracing and in fact captures the whole

meaning of culture from both the sociological point of view and from our marketing perspective. That is to say that culture is about man and his environment. A people's way of life which consists of their patterns of thought, behavior, values, beliefs, rules of conduct, mores, politics, technology, economic activities etc that are observed by all members at the pain of sanction Lee and Shum, (2010); Okoye, (2013); Stremersch and Tellis, (2004); Varnai and Fojtik, (2008); Yoon and Lee, (2005), Fig.2. This means that culture influences the way people will see and appraise products and services and therefore their patronage in order to remain in conformity with its group's cultural tenets. However, it is known in literature that culture is not homogenous across a country or countries Okoye, (2013). A country seldom enjoys a homogenous culture because of the different nationalities that make up the country. Nigeria has over two hundred and fifty nationalities and these different nationalities have their idiosyncratic cultures that result in preferred products or services in different parts of the country such as food ways in divergent cultures. These facts of the Nigerian cultural diversity should be recognized by multinational firms but this does not seem so as all the foreign products either have their product literature in English language or in the language of the manufacturers while only infinitesimal few are in Nigerian languages. Besides, few of the multinational firms' products' ads carry Nigerian models in Nigerian attire.
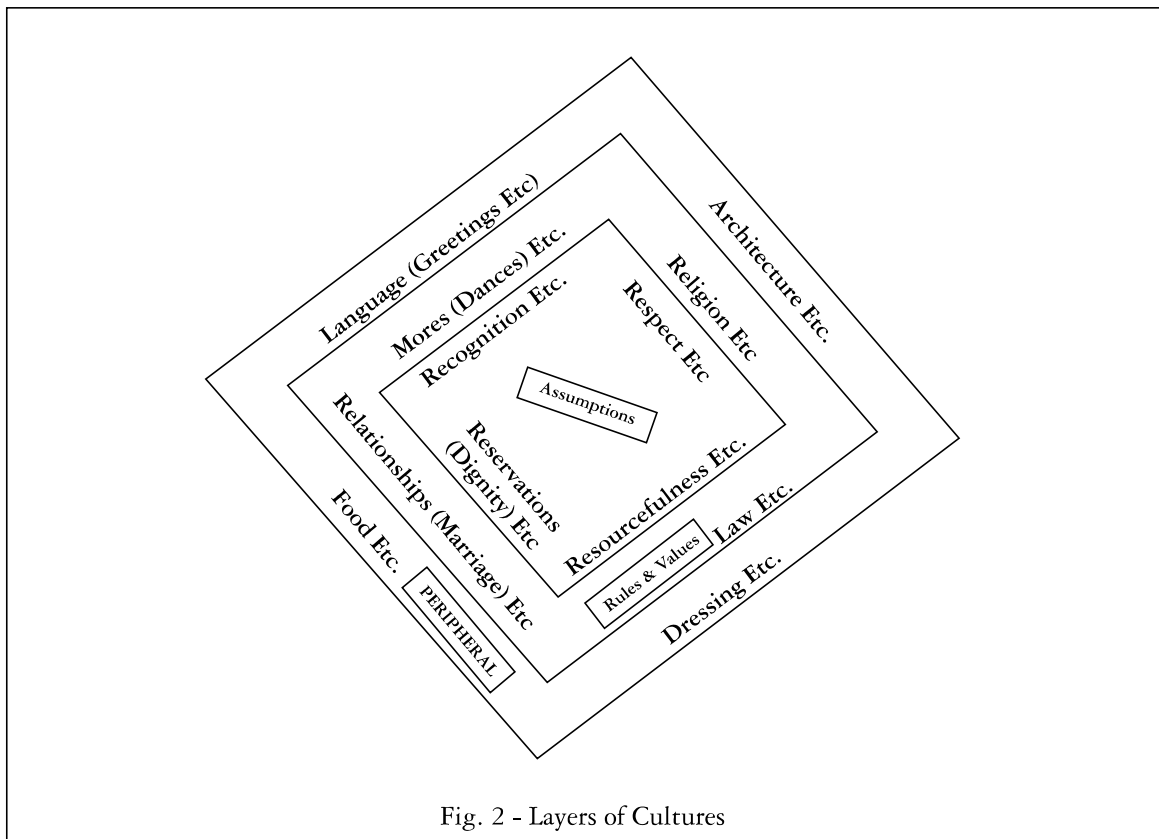
Fig. 2 - Layers of Cultures

Source: Author

Culture and Nationalism

LeBoeuf (1982) reports that Japan is a highly patriotic country because from birth every Japanese is taught that Japan is poor and small nation that depended on others and so must work hard to keep his or her nation living. Many nationals from African countries would love to see their countries look like the developed countries but would always long for things from the developed economies instead of their own country. Yet LeBoeuf (1982) tells us that the Japanese would beat their chest as poor nationals in spite of their technological feat and so do everything to grow their economy. Is it surprising, therefore, that Procter & Gamble ran into a marketing hitch for failing to study the Japanese culture? The Nigerian consumer enjoys

good products at low prices but it is not known if and to what extent foreign firms in Nigeria employ this buying behavior of Nigerian consumers in their marketing strategy.

Ethnocentrism and Xenocentrism

Ethnocentrism, in the marketing context, means the desires or preferences of consumers of a country for the product and services originating from their country over similar products and services from other countries, Marcoux, Filitrault, Pieere and Cherom (1997); Shim (1993); Shimp and Sharma (1987). This tendency has led consumers to develop what is now referred to as country of origin effect (COE), Okechuku (1994); Philip & Brown (2003), and which forms a prism for

judging buying preference of consumers in a given country or cultural setting. This new consumer behavior has induced several researches in many countries trying to find out their nationals ethnocentric or Xenocentric tendencies towards certain products, Larimo and Pulkkinen, (2002); Lim, Tu, Chen and Tu (2007); Liu, Murphy, Li and Liu (2007); Luo, Sivakumar and Liu (2005); Philip and Brown (2003); Varnai and Fojtik (2008). The importance of consumer ethno-centrism, which derives from a cultural orientation of a people and which develops to country of origin attitude in a buying decision, to firms is that it drives their marketing orientation and therefore determines their marketing strategies in the market.

On the other side of the divide is a consumers' attitude which tends towards a preference for foreign products and services. Consumers in many African countries find themselves possessing this attitude which is referred to as Xeno-centrism, Okoye (2013). Consumer ethno-centrism and consumer Xenocentrism drive the consumers in a given market to develop their inclination to or withdrawal from products and services according to their country of origin behavior. The multinational firms know that where their foreign markets are plagued by plurality of cultures, strategic marketing plays along the middle course but where the cultures are weak and loose, their contributions to marketing campaign are played down.

Cross-Culture in Marketing

Cross-culture has effects on relationships of consumers and multinational firms, Rozkwitalska (2013). This beautiful story of a marketer's experience puts the effect of cross-culture in marketing in perspective. A marketer, who learnt the culture of a foreign market from his past contacts with nationals of that foreign market, was on a marketing campaign in another foreign market. The nationals of the foreign market he had learnt some aspects of their culture made up a sizeable percentage of the population in this market area. He was in attendance at one of their celebrations in which he hoped to introduce his firm's new product – a confectionery. The marketer was remarkably different from his pros-pects' physical appearance and accent so that his identity could not be masked. His prospects culture was that during meals one would have to sit in a particular manner and the cutlery held in a particular fashion. This marketer had learnt these. He asked to be served their food, to their delight. He was served and as they watched him, he took their sitting position and held his cutlery in their own fashion. They were amazed how he had learnt their own way of life, even though he could not speak their language. When meal was over, he stepped out in front of them, opened his haversack and introduced his product. In less than ten minutes he had sealed several deals. Okoye (2013) reports that the Yorubas of Nigeria exhibit positive disposition towards foreign marketers who communicate their marketing messages in Yoruba language (Takada and Jain, 1991).

Marketing Orientation

According to Varnai and Fojtik (2008), "…managerial activities can be explained as the equivalent of an external market orientation of the firm. It means a strategic overview of cultural change that helps the given organization's marketing orien-tation as well". The basis of a sound

marketing orientation is further explained by Levitt's (1960) discussion of the American railroad problem in which he described the railroad management's outlook as myopic because they focused on their product rather than on the need their product served. In other words the beauty of a good marketing orientation is that it offers the firm an appropriate prism to mirror its products vis-à-vis the needs of its customers. And of course the latter determines the product and its nature since the product is to serve or meet his need. What this means therefore is that firms do not just manufacture products or develop services without first relating such

products or services to meeting specific identified needs of its customers.

In the era of product orientation, the emphasis was on the product - and this was the era in which American railroad found itself - and less of the customer. Now firms must first identify the needs of its customers based on what the firms know about the customers. How do firms get to know about their customers? The firms must carry out a research into their customers' culture and economic growth pattern. Table 1 gives a clear picture of the difference between a product oriented firm and a marketing oriented firm.

Table 1 Market Oriented Vs Product Oriented Firms

Business element or function	Orientation Characteristics		Organizational Characteristics	
	Marketing	Production	Marketing	Production
Primary consideration	Consumer	Company	Personnel as highest level executive	Production and engineering as highest level executives
Product line	Broad	Narrow	Marketing and selling what will sell	Selling what is made
Research	Market	Technical	Demographic and psychographic market analysis	Product specifications and improvement
Financial	Market price	Cost	Evaluation of consumer to pricing and competitors response to product offering	Best product at lowest cost
Product development	Customer needs and whims	Functional performance and cost improvement	Sales and market testing	Laboratory testing
Product design	Style and appearance	Performance and applications	Stylist dominates	Engineer dominates

Packaging	Sales tool	Shipping and protective material	Advertising and sales promotion effectiveness	Materials handling and packaging machinery
Company image	Style and market leader	Superiority of construction and product know-how	"I don't run a soap company. I run a marketing company"	"We'll give them any color they want as long as it's black"

Source: Adapted by Marcus et al (1980) from Ferdinand F. Mauser, Modern Marketing Management, New York: McGraw-Hills, 1961, pp10-11.

Internationalization of Firms

Welch and Luostrarinen (1988) define internationalization as "the process of increasing involvement in international operations" by firms. But most essentially many of the internationalization process of firms begin from export activities of the firms (Andersen, 1993). As a matter of fact, the Uppsala and the POM (business application) Model both support internationalization of the firms through export process. Ekerete (2001) identifies six ways of firms' involvement in internationalization as: exporting, licensing (franchising), contract-manufacturing (toll-manufacturing), management contracting, joint venture, and wholly owned subsidiaries. Many of the multinational firms in Nigeria are subsidiaries of their parent firms abroad and some of them went through this process of internationalization which started with exporting their products or services to Nigeria. Many of such firms are from Asia and Europe.

Research Methodology
Sample
Sixteen multinational firms were selected randomly from three sectors of the Nigerian economy and representing also firms from all the major continents of the world – Europe, the Americas, Asia, China, Australia, Africa and the Middle East.

Data Collection and Instrument

The questionnaire design took into cognizance the fact that the 16 chief executive officers of the firms selected for this study were busy people who would not have too much time to offer. Also borrowing from the experience of Larimo and Pulkknen (2002) who discovered that one of the reasons for the poor response to their questionnaires was the length of the questionnaires (five pages, 48 questions each including several sub-sections), the questionnaire in this study was kept simple and specific. The questionnaire was also designed to enable the researchers to apply deductive reasoning in their analysis. Thus few questions that would elicit relevant information were asked.

A five point Likert scale was used to obtain information from respondents on strongly agree to strongly disagree continuum. The questions were designed to placate the fact that the firms' Nigerian operations were under the search light as that would have turned them off completely or distorted their responses. Data was analyzed using Chi Square which was fund to be suitable for this study.

Questionnaire Distribution and Collection
Distributed – 16
Distribution: Oil and gas   – 5 (31.25%)
              Foods and Beverages – 7 (43.75%)
              Construction   – 4 (25%)

Table 2: Distribution of Questionnaires by Cities in Nigeria

City	Oil and Gas	Food and Beverages	Construction
Port Harcourt	4	2	1
Lagos	1	4	2
Ibadan	0	1	1
Total	5	7	4

Table 3: Distribution of Questionnaires by Continents of Origin of Multinational Firms Operating in Nigeria

Continent	Oil and Gas	Foods and Beverages	Construction
Europe	3	2	1
Americas	2	1	0
Asia	0	1	1
Africa	0	1	1
Middle East	0	1	0
China/Japan	0	1	1
Total	5	7	4

Results and Analysis

Data analysis summary using Chi Square at 5% level of confidence tabulated at 9.488.

Tables 4: Result of Questionnaire Analysis Using Chi Square

Question	Chi Square computed	Tabulated	Conclusion
1.	9.21	9.488	Accept
2.	8.88	9.488	Accept
3.	1.83	9.488	Accept
4.	8.66	9.488	Accept
5.	5.27	9.488	Accept
6.	9.69	9.488	Reject
7.	5.54	9.488	Accept
8.	4.69	9.488	Accept
9.	3.09	9.488	Accept
10.	2.45	9.488	Accept
11.	1.77	9.488.	Accept

Hypothesis Testing

To test the hypotheses in this study, the Chi Square analysis was used at 5% level of confidence for 4 degree of freedom to accept a hypothesis or to reject it. Thus the Chi Square tabulated for all data analysis was 9.488. Table 5 is the computed result for the different questions.

Hypothesis 1 states that the multinational firms' in Nigeria marketing orientation was merely an extension of their home country (HC) application.

Table 5 shows that even though the firms recognize the vital role culture plays in product development, in some situations such pre-product development studies are waived. This explains why many products of foreign origin and nature found in the Nigerian market are as made from their home countries without any modification to suit the Nigerian market. Many products from Asia come into Nigeria, even when they are alien to the Nigerian culture but which Nigerian consumers consume without question. Question 6 with a score of 9.60 confirms this opinion because the

Table 5: Questionnaire Responses and their Chi Square Computation

No	Question	Chi Square computed
1.	Marketing orientation helps firms in designing marketing strategy	9.12
2.	Marketing orientation is a consumer focused	8.8
3.	Culture plays a major role in marketing orientation	1.83
4.	Marketing strategy is driven by marketing orientation	8.66
5.	Needs of consumers in different cultures are similar with varying nature	5.27
6.	Marketing orientation means that firms must first find out from consumers their specific needs before producing	9.60
7.	Firms going into new markets must first study the culture of the consumers in that new market	5.54
8.	Universality of culture means that all cultures are the same and specific cultures not be studied	4.69
9.	Cultures of Xenocentric consumers need not be a factor in production design	3.09
10.	Studying a new culture may be waived to save cost	2.45
11.	Information about new markets from embassies and few contacts are sufficient for culture study	1.77

respondents did not disagree that "specific culture content need not be a must for product development". But when Coca-Cola went to China, the Chinese wanted Coca-Cola to be offered to them according to their own terms, the Chinese flavor preference. Procter & Gamble (P&G) went to Europe and had problem with their laundry soap because they failed to consider culture specific content of the European consumers' washing machines Lee and Shum (2010). Lee and Shum also reported that P&G experienced similar problem in Japan because they saw all cultures as universal but forgot the Japanese washing habits. Based on the research finding on Table 5, hypothesis 1 that multinational firms in Nigeria marketing orientation is an extension of their country-of-origin marketing philosophy is therefore accepted.

Hypothesis 2 states that there is no significant consideration of the ethnocentric

tendency of the Nigerian consumer in the marketing orientation of the multinational firms. The responses to questions 5, 6, 8, 9, 10 and 11 on Table 5 show that there was no consideration of the ethnocentricity of Nigerian consumers as shown by the Chi Square values of 5.27, 9.60, 4.69, 3.09, 2.45 and 1.77 respectively and so hypothesis 2 is accepted.

The fact of the respondents agreement of universality of culture; the need to cut cost by waiving to study the culture of a new market; and that sufficient information could be obtained from embassies and few contacts confirms this hypothesis. This is not surprising, though, if we relate this to our discussion of hypothesis 1 above. In other words, production and marketing of goods and services in the Nigerian market should have infused some cultural values of the consumers in this market in terms of taste, life style, habit, comfort etc. When KFC and McDonalds went to China, they

did not export the American food ways (type, habit, taste and values) to China. Coca Cola tried to export the Coke of the American taste, ostensibly because they had done so and succeeded in other markets, to China but found that they must give the Chinese consumers what they desire and not what they deserve.

Hypothesis 3 states that there is no significant influence of the culture of Nigeria on the marketing orientation of the multinational firms. Indeed the respondents agree that in countries or markets where ethnocentrism is poor or Xenocentrism flourishes, the culture of that market may be ignored in their marketing outlook and therefore in their marketing strategy. This opinion of the respondents is verified in their answers to questions 8 and 9 on Table 5. This is also confirmed by the Chi Square values of 4.69 and 3.09 for questions 8 and 9 (Table 5) and so hypothesis 3 is accepted. Even though Philip and Brown (2003) suggested that ethnocentrism at low levels is found among the females, the aged and low socio-economic groups, again there is always a difference in cultural disposition because in some countries these group of consumers have the greatest flair for foreign products, Nigerians at all levels and across all strata appear to be Xenocentric. This fact the multinationals would have discovered from their embassies contacts' information and thus did not bother further about the Nigerian consumer or to factor his/her interest in their product development.

In **Hypothesis 4** the multinational firms' marketing orientation and marketing strategies are devoid of initial input to product development by culture of Nigeria. Responses to questions 8 to 11 on Table 5 showed that the multinational firms had not strong pull to factor in the culture of the Nigerian consumer in their product development. All these factors (see Table 4) show that hypothesis 4 must be accepted. This position is shown by the wide variance between the computed and tabulated values for question 10 which records computed value of 2.45 against tabulated value of 9.48. Nigeria is perceived as a nation of consumers and whose people are highly Xenocentric. And considering the respondents agreement to cost cutting, it needs not be stretched further that all that the multinational firms did was to laden their ship with their products for the Nigerian market because they believed such products must sell so long as they were seen to come from abroad.

Findings

Analysis of the data obtained showed that multinational firms were aware of the importance of marketing orientation and how it can assist the firms in a better marketing campaign. They were all agreed on the fact that marketing orientation is a philosophy that puts the consumer in perspective as against product or sales orientation that puts the product or sales achievement in perspective. This finding satisfied our objective to the effect that the firms were aware that the Nigerian consumers should have been factored in their marketing orientation. The finding also revealed that the multinational firms have no doubts about the influence of the culture of a market place in the determination of what people buy and invariably influencing product development. Studies in the past confirm this position and Lee and Shum (2010) have several examples of firms that went through troubled waters

for taking the culture of a new market for granted. In fact they reported Coca-Cola's experience in China where in spite of their great effort to get immersed in the Chinese culture saw Sprite doing better than Coca-Cola. It was also found that the multinationals in weak countries with poor consumer ethnocentrism or high Xeno-centrism disregard the culture of such markets and push their products into the markets according to their own cultural perspective.

In terms of our research questions and statement of problem, the findings here showed that the problem as stated in this study is well founded and questions relevant. The problem was a worry that Nigeria could have suffered the fate of other countries where the multinational firms take such markets for granted. The nature of marketing adopted by the multinational firms in Nigeria conform to the response to the question that "where necessary or applicable the consumers' culture is sidelined". For example in China where ethnocentrism is high and country of origin effect strong, firms entering the country try as much as possible to offer their products according to the Chinese custom or way of life as well as proving a pro-China organization. Contrast this with Nigeria where foreign products arrive and dominate the shelves in the foreign firms' languages and markings. Many of such products do not even bother about National Agency for Foods and Drugs Administration and Control (NAFDAC) or the Standards Organization of Nigeria (SON) approval and requirements until they are apprehended.

Conclusion
Several multinational firms carrying on business in Nigeria take advantage of the consumers Xenocentric tendency to offer the Nigerian consumer products and in ways that are bereft of Nigerian culture content. For example, all the foreign products in this study have their products' packages and literature in English or the languages of the manufactures, and other languages perceived to be important without regards to whether the Nigerian consumer understands the literature or not. Also the models in their ads are non-Nigerians in non-Nigerian attire. For instance, the major fast food firms in Nigeria offer continental foreign dishes without recourse to the Nigerian consumers' food ways. Even Chinese restaurants offer Chinese foods as they come from China. Indian restaurants do the same and none of these foreign restaurants offer local Nigerian dishes. It does appear that the lessons the manufacturers have learnt about the Nigerian consumer is that the products must be foreign to sell in Nigeria and the reason for this opinion is what we have found in this study – that is, the Nigerian consumer is Xenocentric and therefore bothers less about his/her cultural consideration/input in foreign products including products made by foreign firms in Nigeria. This can be contrasted with countries like China where Liu, Murphy, Li and Liu (2007) reported that foreign goods were patronized in China only if they had Chinese content – Chinese name or package. Lee and Shum (2010) also reported that Procter & Gamble (P & G) liquid detergent failed to pass the culture sensitivity test of the European consumers in Europe. These writers reported as well a different situation with an African country, Zambia, where an infant formula was found not to be consistent with the

consumers' life style and health and caused many deaths but the manufacturers did not bother about it until the American Senate waded into the matter.

Significance of the Study

This study is significant because marketing orientation or philosophy of the firms shapes their marketing strategy. The firm's marketing strategy outlines which factors in its marketing operations and marketing environment are important and expedient to counter competition and gain greater market share, and therefore with efficient marketing, improve the profitability of the firm. Marketing strategy of the firm includes its awareness of the needs of the consumers, how they want the needs met the place to meet the needs, the time and cost to the consumers. Doing this entails knowing the customers in terms of their cultural disposition and how to reach out to them. The strategic approach the firm adopts in doing this depends on its orientation and the composite content of this orientation. Many foreign firms take their foreign consumers for granted (Lee, 1987) and so do not factor them in their marketing plans because the consumers concern were not captured in the firms' strategy formulation or marketing orientation. Such firms perceive their foreign markets simply as "product-takers" who must buy their products as offered. This study therefore has revealed and explained the multinational firms marketing philosophy and strategic positions in the Nigerian market and that their marketing plans are devoid of the culture factor of Nigerian consumers.

Recommendation for Future Research

This study could not have been exhaustive and so it is suggested that further research be carried out on the Nigerian culture content or local content in most foreign products found in Nigeria. This will be a means to sensitizing the people of their right under consumerism to be heard in product development and designs of the multinational firms so as not to suffer the Zambian fate in infant formula, Lee and Shum (2010).

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