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USER-GENERATED CONTENT AND DELIVERY FLEXIBILITY OF NON-ALCOHOLIC FOOD AND BEVERAGE FIRMS IN RIVERS STATE.

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Abstract:

This study examined the relationship between user-generated content and delivery flexibility of non-alcoholic food and beverage firms in Rivers State. The specific objectives were to determine the relationship between relevance and delivery flexibility and to ascertain the relationship between indicative content and delivery flexibility. The study was anchored on the Resource-Based View (RBV) Theory, which posits that valuable organizational resources contribute to superior performance. A descriptive survey research design was adopted. The population comprised customers of eight selected non-alcoholic food and beverage firms in Rivers State, while a sample size of 384 respondents was determined using the Krejcie and Morgan (1970) sample size determination table. Data were collected through a structured questionnaire and analyzed using descriptive statistics and Spearman's Rank Order Correlation Coefficient with the aid of SPSS version 27. The findings revealed a strong positive and significant relationship between relevance and delivery flexibility ($\rho = 0.795$, $p < 0.05$). The study also found a very strong positive and significant relationship between indicative content and delivery flexibility ($\rho = 0.872$, $p < 0.05$). The study concluded that user-generated content significantly enhances delivery flexibility by providing firms with valuable customer insights and market signals that improve responsiveness to changing customer requirements. The study recommends that managers of non-alcoholic food and beverage firms should actively monitor and utilize relevant customer-generated content to improve delivery decisions and service responsiveness. Furthermore, firms should integrate indicative customer feedback into their logistics planning processes to enhance delivery flexibility and overall operational performance.

Keywords: User-Generated Content, Relevance, Indicative Content, Delivery flexibility, Delivery Flexibility, Non-Alcoholic Food and Beverage Firms, Rivers State.

INTRODUCTION

The emergence of digital technologies and social media platforms has transformed the way firms communicate with customers and manage market information. One significant development in this regard is the increasing use of user-generated content (UGC), which refers to information, reviews, opinions, comments, and experiences voluntarily created and shared by consumers on digital platforms. Unlike firm-generated content, UGC is often perceived as more authentic and credible because it reflects actual customer experiences and perceptions. Consequently, organizations across various industries increasingly rely on UGC to understand consumer needs, improve products and services, and strengthen customer engagement (Akhter & Mohamadali, 2023). Research has shown that high-quality UGC influences consumer trust, purchase intentions, and brand performance, making it an important strategic resource for firms operating in competitive markets (Kim & Kim, 2023). Among the various attributes of user-generated content, relevance and indicative content have attracted growing attention in marketing and information systems literature. Relevance signifies the extent to which the information provided by users is useful, timely, and applicable to consumers' needs and decision-making processes. Indicative content, on the other hand, provides signals or cues regarding product quality, service standards, customer preferences, and market trends. Such information enables firms to gain insights into customer expectations and make informed operational decisions (Kim et al., 2012; Zhuang et al., 2023). Studies have demonstrated that relevant and informative UGC contributes to customer satisfaction, enhances communication effectiveness, and improves organizational responsiveness to market demands (Li et al., 2024). As firms increasingly

leverage digital feedback mechanisms, understanding the operational implications of these UGC dimensions has become essential.

In the non-alcoholic food and beverage industry, delivery flexibility has become a critical determinant of customer satisfaction and competitive advantage due to the growing demand for timely and flexible product distribution. Delivery flexibility, which refers to a firm's ability to adjust delivery schedules, quantities, locations, and methods in response to changing customer requirements and market conditions (Giannikas & McFarlane, 2021). Although previous studies have examined delivery flexibility from logistics and supply chain perspectives, limited attention has been given to the role of user-generated content in enhancing delivery flexibility (Vakulenko et al., 2022; Rashid & Rasheed, 2024). In Rivers State, where competition among non-alcoholic food and beverage firms continues to intensify, customer-generated information may provide valuable insights that enable firms to improve delivery flexibility and meet evolving consumer expectations. This study therefore seeks to examine the relationship between user-generated content dimensions relevance and indicative content and delivery flexibility among non-alcoholic food and beverage firms in Rivers State.

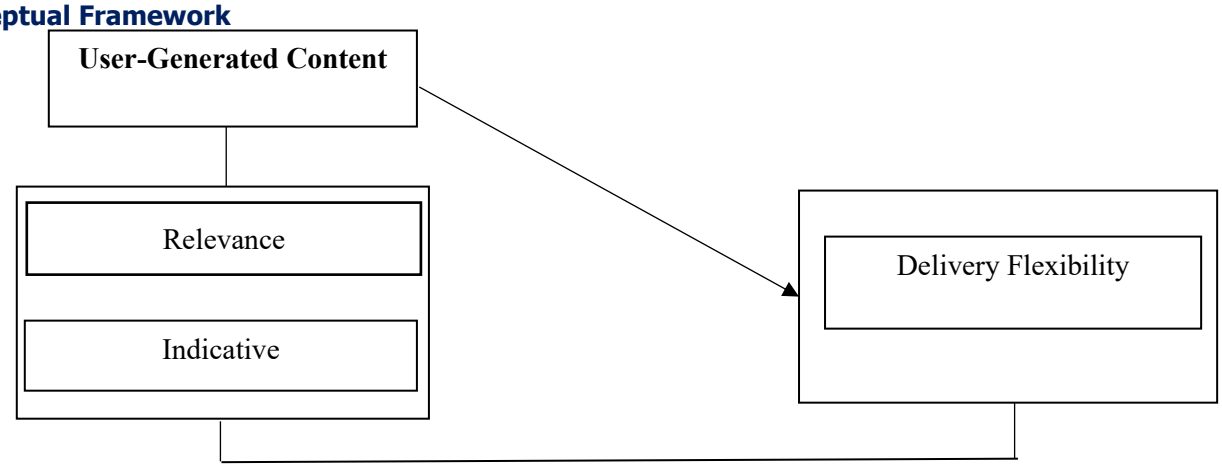
Despite the growing body of literature on user-generated content (UGC), existing studies have predominantly focused on its effects on consumer trust, purchase intention, customer satisfaction, brand engagement, and sales performance (Mathur et al., 2021; Jia et al., 2023; Kim & Kim, 2023; Kaur, 2024). Similarly, studies on delivery flexibility have largely examined logistics systems, delivery options, supply chain responsiveness, and e-commerce fulfillment strategies (Giannikas & McFarlane, 2021; Bai et al., 2022; Vakulenko et al., 2022). However, limited empirical attention has been given to the relationship between user-generated content and delivery flexibility outcomes. Specifically, the dimensions of relevance and indicative content have rarely been examined as predictors of delivery flexibility. Furthermore, most UGC studies have been conducted in sectors such as e-commerce, tourism, hospitality, healthcare, social commerce, and online retailing (Cheung et al., 2021; Guan et al., 2022; Li et al., 2024; Yu et al., 2024; Ozuem et al., 2023), with little focus on the non-alcoholic food and beverage industry, where customer-generated information can significantly influence demand forecasting, inventory planning, and distribution decisions. In addition, the majority of existing studies were undertaken in countries such as China, the United States, Malaysia, Bangladesh, and several European economies (Geng et al., 2020; Vakulenko et al., 2022), leaving limited evidence from Nigeria and virtually none from Rivers State. Also, prior studies have relied heavily on systematic reviews, bibliometric analyses, web mining, sentiment analysis, textual analytics, and experimental approaches (Akhter & Mohamadali, 2023; Wąsowicz-Zaborek, 2023; Correa et al., 2019; Li et al., 2024), with fewer studies employing survey research to investigate how UGC dimensions influence operational performance measures within organizations. Consequently, there remains a significant conceptual, contextual, and empirical gap regarding the influence of relevance and indicative content on delivery flexibility among non-alcoholic food and beverage firms in Rivers State. It is against this backdrop that this study seeks to determine the relationship between user-generated content (relevance and indicative) and delivery flexibility (delivery flexibility) in order to answer the question of what relationship exists between the variables.

LITERATURE REVIEW

Theoretical Foundation

This study is anchored on the Resource-Based View (RBV) Theory, originally advanced by Barney (1991). The theory posits that organizations achieve sustainable competitive advantage when they possess and effectively utilize resources that are valuable, rare, difficult to imitate, and non-substitutable. According to Barney, firm resources include assets, capabilities, organizational processes, information, and knowledge that enable organizations to improve their effectiveness and efficiency. Subsequent scholars such as Grant (1991) argued that organizational success depends largely on a firm's ability to acquire, develop, and deploy strategic resources more effectively than competitors. Similarly, Barney et al. (2001) reaffirmed that intangible resources, particularly knowledge and information-based assets, are critical sources of superior organizational performance and sustained competitiveness. In the digital business environment, user-generated content (UGC) represents a valuable informational resource because it provides firms with customer insights, market intelligence, and feedback that can enhance strategic and operational decision-making. Studies by Kim and Kim (2023), and Li et al. (2024), found that customer-generated information contributes to organizational performance, service improvement, and responsiveness to consumer needs. Therefore, the dimensions of relevance and indicative content can be viewed as strategic resources that enable non-alcoholic food and beverage firms to improve delivery flexibility by adapting delivery schedules, quantities, and distribution processes to changing customer demands. Consequently, the Resource-Based View provides a suitable theoretical lens for explaining how user-generated content can enhance delivery flexibility among non-alcoholic food and beverage firms in Rivers State.

Conceptual Framework



User-Generated Content

User-generated content (UGC) refers to content created and shared by consumers rather than organizations through digital platforms such as social media, blogs, reviews, videos, podcasts, and online discussions (Kaplan & Haenlein, 2010; Naab & Sehl, 2017). It is characterized by public accessibility, creative contribution, and production outside professional or commercial routines (OECD, 2007). UGC serves as a form of electronic word-of-mouth through which consumers share opinions, experiences, and information about products and brands, thereby influencing the perceptions and decisions of other consumers (Hennig-Thurau et al., 2004; Cheong & Morrison, 2008). Due to its perceived authenticity, credibility, and user-driven nature, UGC has become an important marketing tool that shapes consumer attitudes, purchase intentions, brand loyalty, and organizational performance while providing firms with valuable insights into customer preferences and market trends (Chu & Kim, 2011; Mir & Rehman, 2013; Roma & Aloini, 2019).

Relevance

Belkin and Croft (1992) define relevance as the degree to which information satisfies a user's information need, while Saracevic (1996) views it as a relationship between information and the user's cognitive state, task, or situation. In marketing, relevance describes how well information or messages correspond to consumers' preferences and consumption contexts, thereby enhancing attention and response (Keller, 2001). Within the context of user-generated content (UGC), relevance refers to the extent to which consumer-created information addresses issues, attributes, and concerns that are important to other consumers and organizations (Filieri & McLeay, 2014). Relevant UGC is perceived as more useful, credible, and influential because it provides timely and applicable insights that support decision-making and reduce uncertainty (Cheung, Lee, & Rabjohn, 2008). Furthermore, relevant content improves information diagnosticity and engagement by helping users identify valuable information amidst large volumes of online content, thereby influencing attitudes, trust, and behavioral intentions toward products and services (Filieri, Alguezaui, & McLeay, 2015; Mudambi & Schuff, 2010). Consequently, relevance is considered a critical quality dimension of user-generated content that enhances its effectiveness in shaping consumer perceptions and organizational outcomes.

Indicative

In digital communication and marketing contexts, indicative content conveys clear information about experiences, opinions, preferences, or performance attributes that guide user judgment and behavior (Sundar & Marathe, 2010). Within the framework of user-generated content (UGC), indicative content consists of reviews, ratings, comments, testimonials, and other consumer-generated information that signal product quality, service reliability, and customer satisfaction to prospective users (Hajli, 2014). Such content reduces uncertainty and information asymmetry by offering experiential evidence that may not be directly observable before purchase or usage (Cheung & Thadani, 2012). Furthermore, indicative content enhances the usefulness and credibility of UGC by helping consumers identify relevant product or service attributes, thereby influencing trust, engagement, and decision-making processes (Kaplan & Haenlein, 2010). Consequently, indicative content is regarded as an important dimension of UGC because it provides actionable insights that shape consumer perceptions, behavioral intentions, and organizational performance outcomes.

Delivery Flexibility

Delivery flexibility reflects a firm's capacity to accommodate customized orders, last-minute changes, urgent requests, and demand fluctuations while maintaining efficient delivery operations (Slack, 1987; Christopher, 2016). Delivery flexibility is widely recognized as a critical dimension of delivery flexibility because it enables firms to align their logistics activities with diverse customer expectations and dynamic market conditions. Scholars have argued that flexible delivery systems enhance customer satisfaction, service value, and long-term customer relationships by providing tailored delivery solutions and improving responsiveness to unforeseen circumstances (Mentzer et al., 2001; Gunasekaran, Patel, & Tirtiroglu, 2001). Furthermore, delivery flexibility contributes to supply chain resilience by allowing organizations to adapt quickly to disruptions and changing priorities through the effective deployment of logistics resources, information systems, and distribution networks (Upton, 1994; Yu et al., 2013). Consequently, delivery flexibility is increasingly viewed as a strategic capability that improves operational performance, customer retention, and overall organizational competitiveness (Vickery et al., 1999).

Hypotheses Development

Relevance and Delivery Flexibility

Relevance simply means the extent to which information aligns with users' needs, preferences, and decision-making requirements (Filieri & McLeay, 2014). In the context of user-generated content, relevant information provides firms with valuable insights into customer expectations, delivery preferences, consumption patterns, and emerging market demands. According to the Resource-Based View (RBV), information resources that are valuable and difficult to imitate can enhance organizational capabilities and performance (Barney, 1991). Relevant user-generated content enables firms to better understand customer requirements and make timely adjustments to delivery schedules, quantities, and distribution arrangements. Furthermore, relevant customer feedback helps organizations identify service gaps and respond more effectively to changing market conditions. Studies have shown that high-quality and useful user-generated information enhances organizational responsiveness, service quality, and operational decision-making (Li et al., 2024). Therefore, firms that effectively utilize relevant user-generated content are likely to improve their delivery flexibility by adapting delivery operations to meet evolving customer demands.

H01: Relevance has no significant relationship with delivery flexibility of non-alcoholic food and beverage firms in Rivers State.

Indicative and Delivery Flexibility

Indicative content relates to information that provides meaningful signals or cues regarding consumer experiences, preferences, product quality, and service performance (Hajli, 2014). Through reviews, ratings, comments, and testimonials, indicative content communicates valuable market intelligence that can guide managerial decision-making and operational planning. From the Resource-Based View perspective, such customer-generated information represents an intangible resource that can be leveraged to improve organizational capabilities and competitiveness (Barney, 1991). Indicative content helps firms identify patterns in customer expectations, delivery challenges, and service improvement opportunities. By analyzing these signals, firms can make proactive adjustments to delivery routes, schedules, quantities, and methods, thereby enhancing their ability to accommodate changing customer requirements. Previous studies suggest that informative and signal-rich user-generated content contributes to improved service effectiveness, customer satisfaction, and organizational performance (Cheung & Thadani, 2012; Kim & Kim, 2023). Consequently, firms that utilize indicative content effectively are expected to exhibit higher levels of delivery flexibility.

H02: Indicative content has no significant relationship with delivery flexibility of non-alcoholic food and beverage firms in Rivers State.

METHODOLOGY

This study adopts a descriptive survey research design because it enables the systematic collection of data from respondents to examine the relationship between user-generated content and delivery flexibility among non-alcoholic food and beverage firms in Rivers State. The population of the study comprises customers of eight selected non-alcoholic food and beverage firms operating in Rivers State, as they are exposed to user-generated content and have experience with the firms' delivery services. A purposive sampling technique was employed to select respondents who possess relevant knowledge of the study variables. Based on the recommendation of Krejcie and Morgan (1970) for large populations, a sample size of 384 respondents was adopted. The study relied on primary data obtained directly from respondents because such data provide firsthand information that is relevant and specific to the objectives of the study (Saunders, Lewis, & Thornhill, 2019).

Data were collected through a structured questionnaire developed from the study variables, namely relevance, indicative content, and delivery flexibility. Responses were measured using a five-point Likert scale ranging from Strongly Disagree (1) to Strongly Agree (5). The validity of the instrument was established through expert review, while reliability was assessed using Cronbach's Alpha coefficient, with a minimum threshold of 0.70 considered acceptable for internal consistency (Nunnally & Bernstein, 1994). Data collected from the respondents were analyzed using both descriptive and inferential statistics. Frequencies, percentages, means, and standard deviations were used to summarize the data, while Spearman's Rank Order Correlation Coefficient was employed to test the hypotheses and determine the strength and direction of the relationship between the study variables. All analyses were conducted using the Statistical Package for Social Sciences (SPSS) version 27 at a 0.05 level of significance.

ANALYSIS AND DISCUSSION

Survey copies of questionnaires were administered directly to participants. Three hundred and eighty four (384) copies of questionnaire were distributed. The distribution and retrieval of the copies of questionnaire were represented in table 1

Table 1 Analysis of Questionnaire

Questionnaire	Frequency	Percentage
Distributed	384	100
Retrieved and Usable	312	81.25
Not retrieve and not usable	72	18.75

Table 2 Gender Distribution of Respondents

Gender

	Frequency	Percent	Valid Percent	Cumulative Percent

Valid	Male	162	51.9	51.9	51.9
	Female	150	48.1	48.1	100.0
	Total	312	100.0	100.0	

Table 2 presents the gender distribution of the respondents in the study. Out of a total of 312 valid responses, 162 respondents, representing 51.9%, are male, while 150 respondents, accounting for 48.1%, are female. This indicates that both genders are fairly well represented in the study, with a slight dominance of male respondents. The difference between male and female participation is minimal, suggesting a balanced gender distribution. The cumulative percentages show that males account for 51.9% of the respondents, while the inclusion of females brings the total to 100%. Overall, the near-equal representation enhances the reliability of the findings, as it reflects perspectives from both male and female respondents without significant gender bias.

Table 3: Age Distribution of Respondents

Age

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Below 18	51	16.3	16.3	16.3
	18-25	67	21.5	21.5	37.8
	26-35	71	22.8	22.8	60.6
	36-45	66	21.2	21.2	81.7
	46 and Above	57	18.3	18.3	100.0
	Total	312	100.0	100.0	

Table 3 shows the age distribution of the respondents in the study. Out of the total of 312 respondents, individuals aged 26–35 years constitute the largest group with 71 respondents, representing 22.8%. This is closely followed by those aged 18–25 years with 67 respondents (21.5%) and 36–45 years with 66 respondents (21.2%). Respondents aged 46 years and above account for 57 respondents (18.3%), while those below 18 years represent the smallest group with 51 respondents (16.3%). The distribution indicates that the study captured a wide range of age groups, with a higher concentration of respondents within the economically active and digitally engaged age brackets (18–45 years). The cumulative percentages further show a steady increase across categories, reaching 60.6% at the 26–35 age group and 81.7% at the 36–45 category, before totaling 100%. Overall, the fairly even spread across age groups enhances the representativeness of the data, suggesting that the findings reflect diverse perspectives across different age categories.

Table 4: Educational Qualification Distribution of Respondents

Educational Qualification

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	SSCE	79	25.3	25.3	25.3
	OND/NCE	81	26.0	26.0	51.3
	HND/B.Sc	74	23.7	23.7	75.0
	M.Sc and above	78	25.0	25.0	100.0
	Total	312	100.0	100.0	

The Table 4 presents the educational qualification of the respondents. Out of the 312 respondents, those with OND/NCE qualifications constitute the highest proportion with 81 respondents, representing 26.0%. This is followed closely by respondents with SSCE qualifications at 79 respondents (25.3%) and those with M.Sc and above at 78 respondents (25.0%). Respondents with HND/B.Sc qualifications account for 74 respondents, representing 23.7%, which is the least among the categories. The distribution shows that respondents are fairly evenly spread across different educational levels, with no category significantly dominating the others. The cumulative percentages indicate a progressive increase from 25.3% for SSCE holders to 51.3% when OND/NCE is included, reaching 75.0% with HND/B.Sc, and finally 100% with respondents holding M.Sc and above. Overall, the balanced representation across educational qualifications suggests that the data reflects diverse educational backgrounds, thereby enhancing the reliability and generalizability of the study findings.

Reliability Analysis

50 responders of the 384 overall sample size, participated in the pilot research. The pilot test's objective was to evaluate the research instrument's dependability, and Cronbach's Alpha was used to examine the results.

Table 5 Reliability Result

Variables	Cronbach Alpha	No. of Item

Relevance	**.909**	5
Indicative	**.905**	5
Delivery Flexibility	**.901**	5

The reliability analysis in Table 5 presents the Cronbach's Alpha coefficients for all the study variables, which measure the internal consistency of the questionnaire items. The results show that all the variables have high Cronbach's Alpha values above the acceptable threshold of 0.70, indicating strong reliability. Relevance (α = 0.909) and indicative (α = 0.905), all demonstrate very high internal consistency. This means that the items used to measure each dimension of user-generated content are consistent and effectively capture the constructs. Similarly, delivery flexibility (α = 0.901) also show high reliability, indicating that the items used to measure delivery flexibility are stable and dependable. Since all the Cronbach's Alpha values range between 0.901 and 0.905, the instrument used in this study is considered highly reliable. There is no need to remove or adjust any items, as all scales meet the required standard.

Univariate Analysis of User-Generated Content

Table 6: Frequency on Items of Relevance Response

S/N	Items	SD (%)	D (%)	N (%)	A (%)	SA (%)	Total	Mean	Std. Dev.	Decision
1	User-generated content is relevant to customers' delivery expectations.	7 (2.2)	47 (15.1)	132 (42.3)	102 (32.7)	24 (7.7)	312 (100)	3.29	0.892	Agree
2	Online reviews provide relevant information about delivery timelines	3 (1.0)	48 (15.4)	148 (47.4)	95 (30.4)	18 (5.8)	312 (100)	3.25	0.818	Agree
3	Customer comments reflect actual delivery experiences	5 (1.6)	52 (16.7)	133 (42.6)	101 (32.4)	21 (6.7)	312 (100)	3.26	0.871	Agree
4	Social media feedback matches the firm's delivery operations	2 (0.6)	48 (15.4)	147 (47.1)	94 (30.1)	21 (6.7)	312 (100)	3.27	0.824	Agree
5	User-generated content aligns with customers' delivery needs	4 (1.3)	44 (14.1)	141 (45.2)	104 (33.3)	19 (6.1)	312 (100)	3.29	0.830	Agree

Table 6 presents the univariate analysis of the relevance dimension of user-generated content in relation to delivery flexibility of non-alcoholic food and beverage firms in Rivers State. The results show mean scores ranging from 3.25 to 3.29 and standard deviations between 0.818 and 0.892, indicating that respondents generally agree on the importance of relevant user-generated content in supporting delivery-related decisions. The mean values above the benchmark of 3.0 suggest a positive perception of relevance, while the relatively low standard deviations indicate consistency in respondents' views. Overall, the findings imply that relevant user-generated content contributes to improved delivery flexibility by helping firms better understand customer expectations and enhance delivery effectiveness.

Table 7 Frequency on Items of Indicative Response

S/N	Items	SD (%)	D (%)	N (%)	A (%)	SA (%)	Total	Mean	Std. Dev.	Decision
1	Customer reviews indicate delivery reliability	4 (1.3)	52 (16.7)	140 (44.9)	97 (31.1)	19 (6.1)	312 (100)	3.24	0.847	Agree
2	Online ratings predict delivery speed	10 (3.2)	49 (15.7)	145 (46.5)	93 (29.8)	15 (4.8)	312 (100)	3.17	0.865	Agree
3	User feedback signals possible delivery delays	4 (1.3)	57 (18.3)	146 (46.8)	98 (31.4)	7 (2.2)	312 (100)	3.15	0.786	Agree
4	Customer experiences guide delivery flexibility expectations	5 (1.6)	49 (15.7)	147 (47.1)	96 (30.8)	15 (4.8)	312 (100)	3.21	0.823	Agree
5	User-generated content predicts future delivery flexibility	7 (2.2)	58 (18.6)	134 (42.9)	99 (31.7)	14 (4.5)	312 (100)	3.18	0.862	Agree

Table 7 presents the univariate analysis of the indicative content dimension of user-generated content in relation to delivery flexibility of non-alcoholic food and beverage firms in Rivers State. The results reveal mean scores ranging from 3.15 to 3.24 and standard deviations between 0.786 and 0.865, indicating that respondents generally agree that user-generated content provides useful signals about delivery flexibility. The mean values above the benchmark of 3.0 suggest a positive perception of the indicative nature of user-generated content, while the relatively low standard

deviations show consistency in respondents' opinions. Overall, the findings imply that indicative content helps customers assess delivery reliability, anticipate potential challenges, and form realistic expectations regarding delivery flexibility.

Table 8 Frequency on Items of Delivery Flexibility Response

S/N	Items	SD (%)	D (%)	N (%)	A (%)	SA (%)	Total	Mean	Std. Dev.	Decision
1	The firm adjusts delivery schedules when needed	5 (1.6)	65 (20.8)	125 (40.1)	102 (32.7)	15 (4.8)	312 (100)	3.18	0.872	Agree
2	Customers can choose flexible delivery options	5 (1.6)	55 (17.6)	142 (45.5)	94 (30.1)	16 (5.1)	312 (100)	3.20	0.843	Agree
3	The firm responds quickly to delivery changes	5 (1.6)	52 (16.7)	140 (44.9)	102 (32.7)	13 (4.2)	312 (100)	3.21	0.826	Agree
4	Delivery services are customized to customer needs	9 (2.9)	50 (16.0)	129 (41.3)	105 (33.7)	19 (6.1)	312 (100)	3.24	0.895	Agree
5	The firm adapts delivery processes to unexpected situations	4 (1.3)	50 (16.0)	149 (47.8)	90 (28.8)	19 (6.1)	312 (100)	3.22	0.834	Agree

Table 8 presents the univariate analysis of delivery flexibility among non-alcoholic food and beverage firms in Rivers State. The results show mean scores ranging from 3.18 to 3.24 and standard deviations between 0.826 and 0.895, indicating that respondents generally agree that the firms exhibit flexibility in their delivery operations. The mean values above the benchmark of 3.0 suggest a positive perception of the firms' ability to adjust delivery schedules, respond to changes, and provide customized delivery services. The relatively low standard deviations further indicate consistency in respondents' views. Overall, the findings imply that delivery flexibility is an important aspect of delivery flexibility, reflecting the firms' capacity to accommodate customer needs and enhance service responsiveness.

Test of Hypotheses

Hypothesis One

H01: Relevance has no significant relationship with delivery flexibility of non-alcoholic food and beverage firms in Rivers State.

Table 9: Correlation Analysis showing the relationship between Relevance and Delivery Flexibility

Correlations

			Relevance	Delivery Flexibility
Spearman's rho	Relevance	Correlation Coefficient	1.000	.758
		Sig. (2-tailed)	.	.000
		N	312	312
	Delivery Flexibility	Correlation Coefficient	.758	1.000
		Sig. (2-tailed)	.000	.
		N	312	312

Source: Field Survey Data SPSS 27 Output

The Spearman's rank correlation analysis presented in Table 9 shows a correlation coefficient of 0.758 between the relevance of user-generated content and delivery flexibility of Non-Alcoholic Food and Beverage Firms in Rivers State. This indicates a strong positive relationship, suggesting that an increase in the relevance of user-generated content is associated with a substantial increase in delivery flexibility. The significance value ($p = 0.000$) is less than the 0.05 level of significance, indicating that the relationship is statistically significant. Consequently, the null hypothesis (H01), which states that there is no significant effect of relevance of user-generated content on delivery flexibility, is rejected. This implies that the relevance of user-generated content has a significant and positive effect on delivery flexibility of Non-Alcoholic Food and Beverage Firms in Rivers State.

Hypothesis Two

H02: Indicative content has no significant relationship with delivery flexibility of non-alcoholic food and beverage firms in Rivers State.

Table 10: Correlation Analysis showing the relationship between Indicative and Delivery Flexibility

Correlations

			Indicative	Delivery Flexibility
Spearman's rho	Indicative	Correlation Coefficient	1.000	.872
		Sig. (2-tailed)	.	.000
		N	312	312
	Delivery Flexibility	Correlation Coefficient	.872	1.000
		Sig. (2-tailed)	.000	.
		N	312	312

Source: Field Survey Data, SPSS 27 Output

The Spearman's rank correlation analysis presented in Table 10 shows a correlation coefficient of 0.872 between the indicative nature of user-generated content and delivery flexibility of Non-Alcoholic Food and Beverage Firms in Rivers State. This indicates a very strong positive relationship, suggesting that as the indicative nature of user-generated content increases, delivery flexibility also increases to a very great extent. The significance value ($p = 0.000$) is less than the 0.05 level of significance, indicating that the relationship is statistically significant. Consequently, the null hypothesis (H02), which states that there is no significant effect of the indicative nature of user-generated content on delivery flexibility, is rejected. This implies that the indicative nature of user-generated content has a significant and positive effect on delivery flexibility of Non-Alcoholic Food and Beverage Firms in Rivers State.

DISCUSSION OF FINDINGS

H01: Relevance has no significant relationship with delivery flexibility of non-alcoholic food and beverage firms in Rivers State.

The results reveal a strong positive relationship between the relevance of user-generated content and delivery flexibility ($\rho = 0.795$, $p = 0.000$), indicating that relevant customer-generated information enhances firms' ability to adjust delivery schedules, quantities, and methods in response to changing customer needs. This finding supports the studies of Filieri and McLeay (2014) and Cheung et al. (2008), who found that relevant information improves decision-making and organizational responsiveness. Similarly, Filieri et al. (2015) observed that relevant user-generated content provides valuable insights that enable firms to better understand customer expectations and adapt their operations accordingly. The implication is that non-alcoholic food and beverage firms in Rivers State can improve delivery flexibility by actively monitoring and utilizing relevant user-generated content to support effective logistics and service decisions.

Hypothesis Two (H_{02})

H02: Indicative content has no significant relationship with delivery flexibility of non-alcoholic food and beverage firms in Rivers State.

The results reveal a very strong positive relationship between indicative content and delivery flexibility ($\rho = 0.872$, $p = 0.000$), indicating that user-generated content that provides clear signals about customer preferences, experiences, and market trends enhances firms' ability to adapt delivery operations to changing conditions. This finding is consistent with the studies of Muntinga et al. (2011) and Cheung and Thadani (2012), who found that informative and indicative consumer-generated content supports organizational responsiveness and decision-making. Similarly, Erkan and Evans (2016) observed that predictive information contained in user-generated content improves firms' ability to respond to market changes and customer expectations. The implication is that non-alcoholic food and beverage firms in Rivers State can improve delivery flexibility by utilizing indicative user-generated content to anticipate customer needs, adjust delivery arrangements, and enhance service responsiveness.

CONCLUSION

Based on the findings of this study, it can be concluded that user-generated content significantly influences the delivery flexibility of non-alcoholic food and beverage firms in Rivers State. All dimensions of UGC relevance, indicative content were found to have strong and positive effects on both delivery flexibility, with correlation coefficients ranging from 0.621 to 0.958, all statistically significant at $p = 0.000$. This demonstrates that firms that actively monitor, encourage, and respond to user-generated content can achieve more reliable and flexible delivery operations, ultimately improving customer satisfaction and operational efficiency. Overall, the study confirms that leveraging credible, relevant, and easily accessible user-generated content, combined with strong customer engagement, is essential for optimizing delivery flexibility in the non-alcoholic food and beverage sector.

RECOMMENDATIONS

Based on the findings and conclusions of this study, the following recommendations are directed to non-alcoholic food and beverage firms in Rivers State to enhance delivery flexibility through the effective use of user-generated content:

i. Non-alcoholic food and beverage firms should actively encourage and facilitate the creation of relevant and useful user-generated content, such as online reviews, ratings, and feedback, to improve delivery reliability and flexibility.

ii. Staff of non-alcoholic food and beverage firms should be trained in managing and responding to user-generated content to ensure that insights from customer feedback are effectively used to improve delivery services.
iii. Non-alcoholic food and beverage firms should continuously monitor and analyze user-generated content to identify trends, potential delivery challenges, and areas for operational improvement, thereby sustaining high service standards and enhancing customer satisfaction.
iv. Firms should use indicative user-generated content, such as trends, recommendations, or predictive insights, to anticipate demand changes and optimize delivery routes and inventory management.

CONTRIBUTION TO KNOWLEDGE

This study contributes to knowledge by extending the application of the Resource-Based View (RBV) theory to the relationship between user-generated content and delivery flexibility within the non-alcoholic food and beverage industry. Specifically, the study demonstrates that the dimensions of user-generated content, namely relevance and indicative content, are significantly associated with delivery flexibility, thereby establishing user-generated content as a valuable informational resource that enhances operational performance. Empirically, the study contributes to the existing literature by providing evidence that relevant user-generated content improves firms' ability to adapt delivery operations to customer needs, while indicative content strengthens delivery flexibility through the provision of predictive insights and market signals. The study also fills a contextual gap by generating evidence from non-alcoholic food and beverage firms in Rivers State, Nigeria, a setting that has received limited attention in previous user-generated content and delivery flexibility research. Consequently, the findings broaden existing knowledge on the operational value of user-generated content beyond its traditional focus on consumer behavior and marketing outcomes.

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