
ANALYSIS OF CHANGING LIFESTYLES FOR FIRMS IN THE HOSPITALITY, ENTERTAINMENT AND LEISURE INDUSTRIES IN CALABAR

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Abstract

This study investigates the implications of changing consumer lifestyles on demand patterns and strategic responses of firms in the hospitality, entertainment, and leisure (HEL) industries in Calabar, Nigeria. Consumer preferences have shifted considerably toward experiential consumption, digital engagement, and personalized services. Many HEL firms, however, continue to operate with traditional service models that no longer align with these expectations. This misalignment limits their ability to sustain competitiveness and long-term market relevance. A descriptive research design was adopted. Three HEL firms were purposively selected — Tinapa Resort, Channel View Hotels, and Paradise City Entertainment Hub. The study population comprised 195 staff members, and a census approach was adopted. Data were collected using a self-structured 15-item questionnaire on a five-point Likert scale. Expert validation and reliability testing returned a Cronbach's Alpha of 0.93. Of 195 questionnaires distributed, 190 were properly completed, representing a 97.44% response rate. Data were analyzed using frequency, percentage, mean, and standard deviation via SPSS. Findings indicate that evolving consumer lifestyles have significantly altered demand patterns and competitive dynamics within the sector. There is a clear movement away from traditional offerings toward more immersive, experience-driven models. Firms that responded through service innovation, technology adoption, and stronger customer engagement were better positioned competitively. These findings highlight the strategic importance of aligning business operations with emerging lifestyle trends. The study contributes to HEL literature by extending empirical understanding of lifestyle-driven demand shifts in a Nigerian context. It offers relevant insights for managers, policymakers, and researchers interested in service industry transformation in emerging economies.

Keywords: consumer lifestyles, experiential consumption, service innovation, hospitality industry, emerging economies

Introduction

The hospitality, entertainment, and leisure (HEL) industries have undergone significant transformation as a result of changing consumer lifestyles and preferences. Increasing demand for experiential consumption, wellness-oriented services, sustainability, and digitally mediated interactions has reshaped how consumers engage with HEL firms, intensifying competitive pressures within the sector (Parasuraman *et al.*, 1985; Kotler *et al.*, 2014; Harrigan *et al.*, 2017). Consequently, firms are required to continuously adapt their service offerings and strategic approaches to remain relevant in a rapidly evolving marketplace.

In Nigeria, the HEL industry has recorded steady growth, driven by expanding tourism and entertainment demand (NTDC, 2020). However, this growth potential is constrained by structural challenges, including inadequate infrastructure, inconsistent service quality, and limited marketing effectiveness, which hinder firms' ability to fully respond to changing consumer behaviors (Afolayan, 2017). Despite ongoing investments in facilities and branding, many HEL firms continue to experience difficulties in aligning their operations with emerging lifestyle-driven expectations.

Tinapa Resort, Channel View Hotels, and Paradise City Entertainment Hub in Calabar exemplify these dynamics within a regional context. While these establishments represent significant investments in hospitality and leisure infrastructure, their

long-term competitiveness depends on how effectively they adapt to evolving consumer lifestyles. Although Nigeria's tourism and leisure sector is projected to expand further (NTDC, 2020), empirical research examining the broader implications of lifestyle changes for HEL firms remains limited, with existing studies often focusing on isolated issues such as sustainability or digital technology adoption (Gustin & Weaver, 1993; Kaplan & Haenlein, 2010). This study therefore investigates how changing consumer lifestyles influence demand patterns and strategic responses of HEL firms in Calabar, Nigeria.

This study draws on the experiences of these three establishments in Calabar (Tinapa Resort, Channel View Hotels, and Paradise City Entertainment Hub) to examine this gap. Existing studies on Nigeria's HEL sector have largely focused on isolated elements, such as hospitality performance, service quality, or tourism development, without addressing the broader lifestyle-driven transformations occurring across the industry. The existing problem is that these studies fail to account for the interconnected effects of changing consumer lifestyles, digitalization, and demographic shifts on the combined hospitality, entertainment, and leisure industries.

Prior research has also predominantly concentrated on hospitality firms, often neglecting entertainment and leisure enterprises, which are equally impacted by evolving consumer preferences (Afolayan, 2017). This gap underscores the need for comprehensive studies that integrate digital

transformation, consumer behavior, and cross-sector analysis to provide a more complete understanding of the sector's dynamics.

Grounded in lifestyle theory, it connects consumption choices to personal values, attitudes, activities, and social identities (Giddens, 1991). This study investigates how changing consumer lifestyles influence demand patterns and strategic responses among HEL firms in Calabar, Nigeria. As Pine and Gilmore (1999) and Harrigan *et al.* (2017) argue, shifts toward digital engagement, wellness orientation, and experience-seeking behavior directly reshape service expectations, a dynamic that is especially pronounced in emerging economies undergoing rapid urbanization and socio-economic transformation (Afolayan, 2017). The main objective was therefore to examine the implications of changing consumer lifestyles on demand patterns and strategic responses of firms operating within the HEL industries in Calabar, Nigeria. Specifically, the study seeks to understand how lifestyle shifts influence consumer expectations, how firms adapt through innovation, technology adoption, and service enhancement, and what these changes mean for the long-term competitiveness of HEL firms within an emerging economy context.

Methodology

The study adopted a descriptive research design to examine the implications of changing consumer lifestyles for firms operating in the hospitality, entertainment, and leisure (HEL) industry in Calabar, Cross

River State, Nigeria. The design enabled the researcher to analyze staff perceptions regarding lifestyle changes and their effects on service demand and organizational responses.

The study was conducted in Calabar, a major tourism destination with numerous hospitalities, entertainment, and leisure establishments. Records from the Cross River State Tourism Bureau indicate that Calabar hosts over 242 hospitality-related establishments, including hotels, resorts, and leisure centers. However, many of these establishments operate on a small scale. For the purpose of this study, three major integrated HEL firms, Tinapa Resort, Channel View Hotels, and Paradise City Entertainment Hub were purposively selected because they provide a combination of hospitality, entertainment, and leisure services and attract a diverse range of customers.

The population of the study comprised 195 staff members drawn from the three selected establishments. Due to the manageable population size, the study adopted a census approach, whereby all staff members were included in the study.

Data were collected using a self-structured questionnaire containing 15 items measured on a five-point Likert scale. The instrument was validated by experts to ensure face and content validity, while reliability was confirmed using Cronbach's Alpha, which produced a coefficient of **0.93**, indicating high internal consistency.

Out of 195 questionnaires distributed, 190 were properly completed and returned, representing a 97.44% response rate (Table 1). Data were analyzed using SPSS, with descriptive statistics such as frequency, percentage, mean, and standard deviation used to interpret the results. Ethical standards were observed by ensuring voluntary participation and confidentiality of respondents.

Data Analysis and Ethical Considerations

Data were analyzed using SPSS with descriptive statistics to identify patterns, as the study adopted a census and exploratory approach rather than causal testing. The analysis was based on staff perceptions, with strict ethical standards observed.

Results and Discussion

Influence of Changing Lifestyles on Demand Patterns

Results from Table 2 show that changing consumer lifestyles influence demand patterns in the HEL sector in Calabar, although the strength of influence varies across dimensions. Respondents strongly agreed that lifestyle changes have increased demand for unique and authentic experiences ($\bar{X} = 4.14$) and for eco-friendly and sustainable services ($\bar{X} = 3.81$), both exceeding the benchmark mean of 3.80. Health and wellness-oriented lifestyles recorded a mean score close to the benchmark ($\bar{X} = 3.86$), indicating moderate agreement.

In contrast, the influence of social media engagement ($\bar{X} = 3.61$) and immersive or experiential services ($\bar{X} = 3.61$) fell below

the benchmark, suggesting weaker or mixed perceptions regarding their impact on current demand. Standard deviations greater than 1 across all variables indicate considerable variation in staff perceptions.

The results demonstrate that changing consumer lifestyles are influencing demand patterns within Calabar's HEL sector, though the influence is uneven across lifestyle dimensions. The strong demand for unique and authentic experiences and sustainable services supports lifestyle theory, which posits that consumption increasingly reflects personal values, identity, and ethical considerations (Giddens, 1991; Kotler *et al.*, 2014). These findings also align with experiential consumption literature, which emphasizes value creation through meaningful and differentiated experiences (Pine & Gilmore, 1999).

The moderate influence of health and wellness lifestyles suggests that wellness-oriented consumption is emerging but not yet dominant in Calabar. This contrasts with trends in more developed tourism markets and supports Bourdieu's (1984) argument that consumption patterns are shaped by social position and economic capacity. The weaker influence of immersive experiences and social media engagement further reflects infrastructural and digital constraints commonly observed in secondary tourism destinations (Urry, 2002; Buhalis & Law, 2008).

Implications of Changing Lifestyles for HEL Firms

Table 3 indicates that respondents perceive the implications of changing lifestyles for

Tinapa Resort, Channel View Hotels, and Paradise City Entertainment Hub as moderate. Although respondents agreed that firms have adapted their services ($X = 3.71$) and invested in technology to enhance customer experience ($X = 3.74$), the perceived overall impact of changing lifestyles on service demand was relatively low ($X = 3.33$). Similarly, the influence of demand for unique and authentic experiences on service offerings recorded a low mean score ($X = 3.16$). Perceptions of increased demand for sustainable services were moderately positive ($X = 3.65$).

From an organizational perspective, the findings indicate that HEL firms are responding to lifestyle change through incremental rather than transformative adaptation. Although investments in technology and service adjustments are evident, the weak influence of authenticity-driven demand on service design highlights a misalignment between emerging consumer preferences and organizational offerings. This pattern is consistent with dynamic capability theory, which suggests that firms facing uncertainty and resource constraints tend to adopt cautious, gradual responses to

environmental change (Teece et al., 1997; Eisenhardt & Martin, 2000).

Strategic Responses to Changing Lifestyles

Results from Table 4 reveal strong consensus among respondents on strategic responses to changing lifestyles. High mean scores across all items ($X \geq 3.56$) indicate agreement that technology adoption, service personalization, sustainability initiatives, partnerships, and staff training are critical strategies for adapting to evolving consumer preferences. Standard deviations close to 1 suggest some variation in emphasis but overall agreement on strategic direction.

The strong agreement on strategic responses underscores managerial awareness of necessary adaptation pathways. Emphasis on technology integration, personalization, sustainability, partnerships, and human capital development reflects contemporary HEL competitiveness models (Kotler & Keller, 2016; Kotler et al., 2017). However, the persistence of moderate impact perceptions suggests that awareness has not yet translated into deep strategic implementation.

Table 1: Distribution and return of questionnaire

S/N	Category	Frequency	Percentage
1	Number of questionnaires properly filled and returned	190	97.44
2	Number of questionnaires not properly filled	2	1.03
3.	Number of questionnaires copies not retrieved	3	1.54
Total		195	100

Table 2: Changing lifestyles influence on the demand for hospitality, entertainment, and leisure services in Calabar, Nigeria

S/N	Statements	SA	A	U	D	SD	(X)	Std — D	Decision
1	Changing lifestyles have led to an increase in demand for unique and authentic experiences in hospitality, entertainment, and leisure services in Calabar, Nigeria.	97	47	29	9	8	4.14	1.104	High perception
2	The growing trend of health and wellness has influenced the demand for hospitality, entertainment, and leisure services that offer healthy options and activities in Calabar, Nigeria.	83	41	30	29	7	3.86	1.235	High perception
3	The increasing use of social media has changed the way people discover and engage with hospitality, entertainment, and leisure services in Calabar, Nigeria.	69	46	29	23	23	3.61	1.394	Low perception
4	Changing lifestyles have led to a shift in demand from traditional hospitality, entertainment, and leisure services to more experiential and immersive experiences in Calabar, Nigeria.	69	33	46	28	14	3.61	1.308	Low perception
5	The growing demand for sustainability and environmental responsibility has influenced the demand for hospitality, entertainment, and leisure services that offer eco-friendly options and practices in Calabar, Nigeria.	77	44	30	33	6	3.81	1.230	High perception
Weighted average							3.8		

Key: Strongly Agree (SA), Agree (A), Undecided (U), Disagree (D), Strongly Disagree (SD)

Decision Rule: if mean is less than weighted average of 3.8 = low perception; equal or above 3.8 = high perception

Table 3: Implications of changing lifestyles for Tinapa Resort, Channel View Hotels, and Paradise City Entertainment Hub Calabar, and how these firms are responding to these changes

S/N	Statements	SA	A	U	D	SD	(X)	Std D	Decision
1	Changing lifestyles have significantly impacted the demand for services at Tinapa Resort, Channel View Hotels, and Paradise City Entertainment Hub Calabar.	46	41	52	32	19	3.33	1.285	Low perception
2	Tinapa Resort, Channel View Hotels, and Paradise City Entertainment Hub Calabar have effectively adapted their services to cater to the changing lifestyles of their customers.	61	43	63	15	8	3.71	1.126	High perception
3	The increasing demand for unique and authentic experiences has influenced the services offered by Tinapa Resort, Channel View Hotels, and Paradise City Entertainment Hub Calabar.	43	39	44	34	30	3.16	1.380	Low perception
4	Tinapa Resort, Channel View Hotels, and Paradise City Entertainment Hub Calabar have invested in technology to enhance the customer experience and respond to changing lifestyles.	77	38	31	36	8	3.74	1.282	High perception
5	Changing lifestyles have led to an increase in demand for sustainable and eco-friendly services at Tinapa Resort, Channel View Hotels, and Paradise City Entertainment Hub Calabar.	60	42	58	22	8	3.65	1.162	High perception
	Weighted average						3.5		

Key: Strongly Agree (SA), Agree (A), Undecided (U), Disagree (D), Strongly Disagree (SD)

Table 4: Strategies Tinapa Resort, Channel View Hotels, and Paradise City Entertainment Hub Calabar adopt to effectively adapt to changing lifestyles and remain competitive in the market

S/N	Statements	SA	A	U	D	SD	(X)	Std D	Decision
1	Investing in technology, such as mobile apps and digital platforms, would enhance the customer experience and help Tinapa Resort, Channel View Hotels, and Paradise City Entertainment Hub Calabar adapt to changing lifestyles.	62	39	64	15	10	3.67	1.163	High perception
2	Implementing sustainable practices, such as energy-efficient systems and waste reduction programs, would appeal to customers with changing lifestyles and values.	53	41	73	15	8	3.61	1.101	High perception
3	Offering personalized services, such as customized packages and tailored experiences, would help Tinapa Resort, Channel View Hotels, and Paradise City Entertainment Hub Calabar differentiate themselves and appeal to customers with changing lifestyles.	34	67	68	13	8	3.56	1.000	High perception
4	Forming partnerships and collaborations with other businesses and organizations would help Tinapa Resort, Channel View Hotels, and Paradise City Entertainment Hub Calabar stay competitive and adapt to changing lifestyles.	36	65	68	13	8	3.57	1.010	High perception
5	Investing in staff training and development programs would enhance the skills and knowledge of employees and help Tinapa Resort, Channel View Hotels, and Paradise City Entertainment Hub Calabar adapt to changing lifestyles and customer needs.	38	62	69	13	8	3.57	1.020	High perception
Weighted average							3.5		

Key: Strongly Agree (SA), Agree (A), Undecided (U), Disagree (D), Strongly Disagree (SD)

Decision Rule: if mean is less to weighted average 3.5 = low perception; equal or above 3.5 = high perception.

Conclusion

This study establishes that changing consumer lifestyles are influencing demand patterns within the hospitality, entertainment, and leisure (HEL) sector in Calabar in a gradual and uneven manner. The findings show that lifestyle transformation is mediated by socio-economic conditions, infrastructural limitations, and organizational capacity rather than occurring uniformly.

Empirically, experiential consumption, sustainability awareness, and wellness orientation are emerging lifestyle dimensions shaping HEL demand. However, traditional priorities such as affordability, familiarity, and convenience remain dominant. Organizational responses among the selected firms have been largely incremental, focused on technology adoption and service adjustments, with limited strategic depth in immersive and authenticity-driven offerings. This reflects cautious adaptation under uncertainty and resource constraints. Overall, the study highlights a strategic gap between awareness of lifestyle change and effective organizational transformation, with implications for competitiveness in an increasingly experience-driven service economy.

Recommendations

Based on the empirical findings, hospitality, entertainment, and leisure (HEL) firms in Calabar should adopt a phased and capacity-sensitive approach to responding to changing consumer lifestyles. In the short term, firms should strengthen their digital

presence by optimizing social media and online review platforms, alongside introducing low-cost service personalization initiatives such as flexible service packages and tailored entertainment offerings to reflect emerging preferences for authenticity and individualized experiences.

In the medium term, firms should invest in staff training focused on experiential service delivery and customer engagement to improve their ability to translate lifestyle trends into meaningful service experiences. Sustainability practices should also be integrated into core operations through energy efficiency, waste reduction, and responsible sourcing, moving beyond symbolic initiatives toward value-adding practices.

Over the long term, HEL firms should develop immersive and culturally grounded experience-based offerings aligned with experiential consumption theory. Strategic partnerships with government agencies, tourism boards, technology providers, and local communities are essential for addressing infrastructural and resource constraints and for supporting destination-level competitiveness.

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