

Strategic City Branding and Global Investment Positioning: A Case Study of Lagos ‘Detty December’ Campaign.

Idowu Joseph Oladiti, Emmanuella Blessing Agboifoh, Ebiarede Jonathan Apodobeyai, Chinenye Olakunle Iwuala, Peter Chidindu Uchendu

Department of Project Management, Rome Business School Nigeria

DOI: <https://dx.doi.org/10.47772/IJRISS.2026.10200579>

Received: 01 March 2026; Accepted: 06 March 2026; Published: 21 March 2026

ABSTRACT

This study explores how Lagos can strategically position itself as a global investment destination through a city branding campaign centered on Detty December - a culturally vibrant and economically significant festive period. With over \$71.6 million generated in December 2024 alone and an influx of approximately 1.2 million visitors, Detty December has emerged as a powerful driver of urban tourism, cultural exchange, and economic activity. Despite its growing impact, there is a notable absence of structured data and academic review on this phenomenon, making the findings of this research a critical contribution to both scholarship and practice. Using a survey-based methodology and random probabilistic sampling, the study gathered insights from participants within Lagos, outside Lagos, and internationally. The analysis revealed key challenges such as traffic congestion, high costs, safety concerns, and poor infrastructure. It also identified significant public-private partnerships contributing to Lagos’ city branding efforts. Quantitative findings showed a negative sentiment toward participation (mean score: 2.46), contrasted by positive perceptions of Lagos’ cultural (3.46) and economic (3.87) potential during Detty December. Spearman’s correlation confirmed statistically significant positive relationships between perception and participation. The study concludes with actionable recommendations for integrating cultural events into Lagos’ branding framework and calls for further research to deepen understanding of seasonal urban branding strategies.

INTRODUCTION

Destination branding has become a strategic tool for attracting investment and stimulating economic growth, particularly within the tourism sector. According to EnterpriseNGR, destination branding plays a central role in investment attraction strategies. In 2022, tourism contributed 3.6% (approximately \$17.3 billion) to Nigeria’s GDP, highlighting its growing economic relevance. In an increasingly competitive global environment, cities leverage branding campaigns to enhance visibility, differentiate themselves, and create a compelling identity that attracts tourists, investors, and businesses.

Lagos, Nigeria’s commercial capital, possesses significant cultural and economic assets that position it as a leading African metropolis. Known for its vibrant entertainment industry, entrepreneurial dynamism, and strategic location, Lagos has increasingly utilized culture and entertainment as instruments of economic expansion. Cities such as Dubai and Singapore have demonstrated how structured branding initiatives can elevate global competitiveness. Similarly, Lagos has the potential to strengthen its global image by strategically aligning its cultural strengths with a coordinated city branding agenda.

One of the most prominent cultural phenomena supporting this potential is “Detty December,” an annual festive season marked by concerts, festivals, and large-scale social events that attract local and international visitors. In 2023 alone, the period generated approximately \$71.6 million in revenue, with significant contributions from hospitality, tourism, and entertainment sectors. Beyond revenue generation, Detty December enhances global visibility, diaspora engagement, and business opportunities. However, its impact remains under-leveraged within a structured city branding framework. A strategic integration of this cultural event into Lagos’ branding agenda could significantly enhance its positioning as a global investment destination.

Despite its status as Nigeria's commercial and entertainment capital, Lagos has not fully established itself as a globally competitive investment destination. Although events such as *Detty December* generate substantial short-term economic activity, their impact remains largely seasonal and does not translate into sustained foreign direct investment. Branding efforts are fragmented, with limited coordination among government agencies, private stakeholders, and event organizers. Additionally, persistent challenges such as infrastructure deficits, traffic congestion, security concerns, and regulatory bottlenecks weaken Lagos' global investment image.

A major gap lies in the absence of a cohesive and long-term city branding strategy that clearly communicates Lagos' investment potential to international stakeholders. Unlike cities such as Dubai and Rio de Janeiro that have institutionalized cultural events as strategic branding instruments, Lagos has yet to integrate *Detty December* into a structured investment-driven framework supported by policy, infrastructure, and public-private collaboration. The lack of empirical research and strategic documentation further limits its effective deployment as a branding asset.

Furthermore, structural constraints including high business costs, bureaucratic red tape, and weak investor incentives discourage sustained economic engagement beyond the festive season. Without deliberate planning and institutional backing, the opportunity to leverage *Detty December* as a catalyst for long-term investment attraction remains underutilized. This study therefore seeks to examine how Lagos can strategically incorporate *Detty December* into a comprehensive city branding framework to enhance its global investment positioning.

This study aims to explore how Lagos can strategically position itself as a global investment destination through a city branding campaign centred on *Detty December*, a peak period of cultural, entertainment, and tourism activities. The research seeks to analyse how city branding can enhance Lagos' global reputation, attract foreign direct investment (FDI), and promote sustainable economic growth by leveraging the economic and media impact of *Detty December*.

1. To identify the key challenges hindering Lagos global city branding efforts.
2. To examine the role of public-private partnerships in executing successful city branding campaigns.
3. To analyse the current perception of Lagos as a global cultural and economic potential
4. To recommend actionable strategies for integrating cultural events into Lagos city branding framework.

This research will provide valuable insights to branding professionals, helping them make data-driven decisions in their campaigns. Since there is limited literature addressing the challenges of global city branding for Lagos, this work will also serve as a foundational resource for future research. Through case studies of leading cities known for their investment and tourism appeal, this paper will reveal strategies that can inspire businesses on how to position themselves for global partnerships.

LITERATURE REVIEW

Conceptual Underpinning

City branding has emerged as an important concept in urban development and economic strategy, particularly as cities compete globally for investment, talent, and tourism. In an increasingly interconnected world, effective branding enables cities to differentiate themselves and communicate a compelling value proposition to international stakeholders. Lagos, as Africa's most populous city and a major economic hub, possesses strong cultural and commercial assets that can support its aspiration to become a global investment destination. However, realizing this potential requires a deliberate and integrated branding strategy that harnesses distinctive cultural platforms such as "*Detty December*."

City branding is commonly defined as the strategic management of a city's image and reputation to attract investors, tourists, businesses, and residents (Anholt, 2007). It involves identifying a city's unique attributes, shaping how these attributes are perceived externally, and sustaining a coherent long-term positioning strategy.

Scholars emphasize that effective city branding strengthens both external competitiveness and internal identity by aligning urban identity, city image, and place marketing strategies. These elements collectively determine how a city is perceived in the global marketplace. According to Kavaratzis and Ashworth (2005), city branding is built on three core elements: urban identity (the city's distinct characteristics), city image (external perception), and place marketing (strategic promotional tools). Together, these dimensions shape urban competitiveness.

For Lagos, the cultural dynamism and international visibility associated with Detty December present a strategic branding opportunity. The annual festivities highlight the city's creative industries, entertainment strength, and diaspora engagement, all of which contribute to its global appeal. If systematically integrated into a broader city branding framework, Detty December can serve as a focal point for repositioning Lagos as a vibrant, investor-friendly, and globally competitive metropolis.

The Role of Cultural Events in City Branding

Cultural events are increasingly recognized as strategic instruments in shaping a city's identity, visibility, and competitive positioning. According to Richards and Palmer (2010) in *Eventful Cities: Cultural Management and Urban Revitalization*, events function as powerful branding tools because they showcase a city's distinctive cultural identity, foster community pride and social cohesion, and attract tourists as well as investors. By creating memorable experiences and media visibility, cultural events contribute to how cities are perceived both locally and internationally.

In the context of Lagos, "Detty December" reflects these core branding functions. During this festive period, the city transforms into a global cultural hub, drawing diaspora Nigerians and international visitors whose spending significantly stimulates the local economy. Beyond its entertainment value, the event reinforces Lagos' image as vibrant, creative, and commercially dynamic. However, Richards and Palmer (2010) emphasize that event-based branding yields sustainable impact only when supported by deliberate planning and integration into broader urban development strategies.

This perspective aligns with Kavaratzis' (2004) concept of strategic place branding, which argues that city branding must be embedded within long-term urban policy rather than treated as isolated promotional activity. For Lagos to maximize the branding potential of Detty December, the event must be systematically aligned with infrastructure development, investment promotion, and economic planning objectives, thereby transforming a seasonal cultural celebration into a sustained instrument of global positioning.

Detty December as a Branding Tool

"Detty December" has evolved into a significant cultural phenomenon that reinforces Lagos' identity as a center of entertainment, creativity, and commercial activity. The festive season features high-profile concerts, art exhibitions, fashion showcases, and culinary events that attract thousands of local and international visitors. According to PwC Nigeria (2021), the entertainment and tourism sectors generate billions of naira during this period, underscoring its measurable economic contribution. The scale and visibility of the event position it as a valuable asset for projecting Lagos' cultural dynamism and economic vibrancy.

Despite its substantial impact, Detty December has not been systematically incorporated into a structured city branding framework. Balogun (2019) notes that limited coordination among government agencies, event organizers, and private stakeholders constrains the ability of such cultural events to strengthen Lagos' global reputation. The absence of unified messaging and strategic alignment reduces the long-term branding and investment potential of the initiative.

By adopting a more coordinated and policy-driven approach, Lagos can transform Detty December from a seasonal celebration into a strategic branding instrument. Integrating the event into broader urban development and investment promotion strategies would enable the city to project a consistent image of vibrancy, opportunity, and investor readiness in the global marketplace.

Challenges in Branding Lagos

Lagos faces several structural and perceptual challenges that limit its effectiveness in positioning itself as a global investment destination. Infrastructure deficits, including inadequate transportation systems, unreliable electricity supply, and limited public amenities, reduce the city's competitiveness and investor appeal. In addition, persistent issues such as traffic congestion, security concerns, and environmental pollution contribute to negative external perceptions that weaken its global image. Beyond these physical and reputational constraints, there is a lack of cohesive policy integration linking cultural events with long-term economic development objectives. Balogun (2019) observes that the absence of coordinated institutional frameworks restricts the strategic use of cultural platforms for sustained branding impact. As Anholt (2007) argues, successful city branding requires addressing underlying structural weaknesses rather than relying solely on promotional campaigns.

Global Best Practices in City Branding

Insights from global cities demonstrate that effective branding is rooted in strategic planning and alignment with development goals. Barcelona successfully repositioned itself through the 1992 Olympics by integrating urban renewal, cultural promotion, and economic development into a unified branding strategy (Kavaratzis, 2004). Cape Town has similarly leveraged its natural assets and hallmark events, such as the Cape Town International Jazz Festival, to reinforce its global image and tourism appeal (Richards & Palmer, 2010). Dubai provides another instructive example, having aligned large-scale infrastructure development and high-profile global events with a clear economic vision, thereby establishing itself as a leading business and tourism hub.

These cases underscore the importance of long-term strategy, stakeholder collaboration, and the effective utilization of distinctive city assets. For Lagos, adopting comparable strategic coordination and institutional support mechanisms would be essential for transforming *Detty December* into a sustainable instrument of global investment positioning.

Federal Government and Lagos State Government Policy on Branding and Events

In Nigeria, branding and event-related activities are regulated at the federal level primarily by the Advertising Regulatory Council of Nigeria (ARCON), formerly the Advertising Practitioners Council of Nigeria (APCON). ARCON provides statutory oversight of advertising standards and ethical compliance under the Advertising Practitioners Registration Act. Its regulatory framework governs brand representation, event promotion, and media content accuracy across platforms. Key policy components include trademark protection under the Nigerian Trademarks Act, content regulation to ensure truthfulness and social responsibility, and enforcement of an advertising code of ethics guiding practitioners in branding and event marketing. Agencies and event organizers are often required to register with ARCON, while consumer protection provisions safeguard the public from misleading claims. Additional regulatory areas include claims substantiation, endorsement guidelines, comparative advertising standards, restrictions on sensitive content, and rules protecting children from inappropriate marketing. ARCON retains enforcement powers to investigate violations and impose sanctions, complemented by industry self-regulation mechanisms that promote professional accountability.

At the state level, branding activities in Lagos are significantly shaped by the Lagos State Signage and Advertisement Agency (LASAA), which regulates outdoor advertising and signage. LASAA oversees permitting processes, spatial placement, design standards, and environmental considerations to maintain visual order and urban aesthetics. Through strict control of billboards, banners, and shop signage, the agency influences the visual identity and spatial branding of Lagos. Beyond regulatory compliance, broader national advertising laws and prevailing community perceptions regarding infrastructure, safety, and urban experience also contribute to shaping Lagos' brand image.

Economic Development Initiatives and Tourism Framework

Economic development initiatives aimed at improving infrastructure, enhancing urban mobility, and promoting

promoting tourism have direct implications for Lagos' branding strategy. City branding functions as a strategic instrument for attracting investment, talent, and visitor flows, particularly when integrated with large-scale cultural platforms such as *Detty December*. However, sustainable positioning requires coordinated policy frameworks that address infrastructure gaps, perception challenges, and institutional fragmentation. Drawing on global branding theory, integrating cultural events with urban development objectives can enable Lagos to reposition itself competitively within the global city hierarchy.

Tourism scholarship further reinforces this linkage. As noted by Deng et al. (2021), tourism contributes significantly to employment generation and revenue diversification, particularly when supported by industrial restructuring and domestic demand expansion. Tourism involves the movement and temporary stay of people in destinations, requiring integrated services such as transportation, accommodation, catering, and recreation (eGyanKosh). Destination choice is influenced by shared preference factors among visitor segments (Deng et al., 2021), underscoring the importance of strategic positioning. Alastair (2016) identifies critical attributes of successful tourism destinations, including awareness, attractiveness, accessibility, availability, assurance (security), activity diversity, appearance, appreciation (hospitality), strategic action, accountability, and anticipation—highlighted by Dr. Chiranjib Kumar Choudhary as essential for sustainable image building.

Global tourism performance data from the United Nations World Tourism Organization (UNWTO) consistently ranks countries such as France, Spain, and the United States among the most visited destinations. France, in particular, has maintained long-standing dominance, a position attributed to its heritage assets, diversity, accessibility, and strategic destination management (Jolyon, 2015). These global benchmarks demonstrate that sustained tourism leadership derives from a combination of structural capacity, coherent branding strategy, and long-term policy alignment—principles directly applicable to Lagos' ambition of leveraging *Detty December* as a catalyst for global investment positioning.

RESEARCH METHODOLOGY

This study adopts a structured quantitative methodology to generate empirical insights from *Detty December* that can inform a strategic city branding framework for Lagos. The research seeks to identify structural and perceptual barriers to Lagos' global positioning, examine the contribution of public-private partnerships to branding execution, assess public perception of the city's cultural and economic potential, and propose a policy-aligned roadmap for integrating cultural events into the broader city branding architecture. The methodological approach is designed to ensure objectivity, replicability, and statistical validity in addressing these research objectives.

Research Philosophy

The study is grounded in positivism, which assumes that social phenomena can be measured objectively and analyzed using statistical techniques. Positivism is appropriate because the research aims to explain observable patterns—such as turnout drivers and brand perception gaps—through quantifiable evidence rather than subjective interpretation (Saunders et al., 2019; Creswell & Creswell, 2018).

Research Design

A quantitative research design is employed to measure perceptions of *Detty December* and evaluate the factors influencing Lagos' branding effectiveness. This design enables the operationalization of variables such as cultural perception, business perception, and participation intensity, facilitating statistical examination of relationships between them (Creswell & Creswell, 2018).

Research Strategy

The study combines a case study strategy with a survey strategy. *Detty December* serves as the focal case, providing contextual depth, while the survey instrument captures standardized responses aligned with the case theme. Case study research is particularly suitable where limited structured academic evidence exists on a phenomenon (Kumar, 2019).

Method of Data Collection

Data are collected using a structured questionnaire administered through survey methods. The survey approach is selected for its efficiency, cost-effectiveness, and capacity to generate analyzable quantitative data within a defined timeframe (Creswell & Creswell, 2018; Kumar, 2019).

Time Horizon

The study adopts a cross-sectional time horizon, collecting data within a single 30-day period. Questionnaires are administered both online and on-site to ensure demographic diversity and representation across socio-economic groups. The instrument is carefully structured to ensure clarity and reliability of responses (Kumar, 2019).

Sampling

A probabilistic random sampling technique is utilized to minimize selection bias and enhance representativeness. The study population includes Lagos residents and non-residents who participated in Detty December. This dual population captures both local and external perceptions, thereby strengthening the analytical relevance of findings (Creswell & Creswell, 2018; Bryman, 2015).

Sample Size Determination

The sample size is determined using Cochran's (1977) formula for large populations:

The equation is highlighted below.

$$n = [Z^2 * p * (1 - p)]/E^2$$

Where:

n = Sample size

Z = Z-score, which corresponds to the desired confidence level (for a 95% confidence level, ≈ 1.96).

p = Estimated proportion of the population ($=0.5$, assuming maximum variability since this is not known (Cochran, 1977))

E = Margin of error (the desired level of precision, such as 0.05 for 5% precision, consistent with the confidence level being 95%).

Following the above formula, the sample size is calculated thus:

$$n = [1.96^2 * 0.5 * (1 - 0.5)]/0.05^2 = 384.16$$

The minimum sample size required to perform this study is approximately 384 respondents

Thus, a minimum of 384 respondents is required to achieve statistical reliability.

Method of Data Analysis and Techniques

Data cleaning procedures will first eliminate incomplete or inconsistent responses to maintain analytical integrity. Likert-scale responses will be coded numerically from 1 (lowest agreement) to 5 (highest agreement) to enable quantitative analysis. Statistical analysis will be conducted using R to ensure accuracy and reproducibility.

Descriptive Statistics

Measures such as mean, mode, and standard deviation will summarize demographic characteristics and key perception variables, providing a foundational understanding of respondent profiles (Field, 2013).

Frequency Distribution

Frequency distributions will be used to visualize response patterns and evaluate central tendencies and dispersion, supporting interpretation of perception trends and distributional characteristics (McDonald, 2002).

Weighted Average Method

The weighted average technique will aggregate composite indicators such as participation intensity, cultural perception, and business perception, facilitating clearer performance evaluation of Detty December as a branding instrument (Kenton, 2024).

Correlation Analysis

Spearman's rank-order correlation is selected due to its suitability for ordinal data and non-normal distributions (Zou & Tuncali, 2007). The analysis will examine relationships between participation levels and perceptions of Lagos' cultural vibrancy and business attractiveness. Scatterplots with trendlines in R will visualize associations, while correlation coefficients and significance levels will determine statistical strength (Pallant, 2016). These results will provide evidence-based insights into the effectiveness of cultural participation as a driver of positive brand perception.

Limitations

Although the study primarily employs structured quantitative measures, one survey item includes an "Other (please specify)" response option. While predefined categories will be analyzed quantitatively, open-ended responses under "Other" will not undergo content analysis due to scope constraints. Consequently, certain nuanced perspectives may not be fully captured within the statistical framework.

Analysis & Interpretations

Demography

Among the 434 respondents sampled in this survey shown in Figure 4.1, 51.4% fell within the 18–29 years age group, 44.2% were aged 30–49 years, and 4.4% were 50 years or older at the time of data collection.

In terms of gender distribution, 54% of the sample population was male, while 46% were female. Regarding place of residence, 64% resided in Lagos State, 31% lived outside Lagos but within Nigeria, and 5% were based overseas. The distribution reflects the population of those who participate in Detty December.

As for educational background, 63.6% of respondents held a Bachelor's degree, 14.7% had a Master's degree, and 10.4% had a Higher National Diploma. Additionally, 6.7% had a Secondary School Certificate (WASSCE/NECO), 3.5% had a National Diploma, while 0.9% and 0.2% held a Doctoral degree and Primary education, respectively. This sample demonstrates sufficient literacy and understanding of the subject matter presented in the questionnaire.

With regard to employment status, 55.8% of respondents were private sector employees, 18.4% were business owners, and 10.8% were students. Public sector employees made up 9.4%, 5.3% were unemployed, and 0.2% were retired. Overall, the sample population inclusivity on all the five counts namely age group, gender, education, occupation and location. Revenue from the last Detty December BusinessDay NG (2024) reported that the total revenue generated from Detty December festivities in the year 2024 was \$71.6 million. According to ATTA & MO Africa (2024), the revenue breakdown as shown in Figure 4.2 shows that hotels contributed over \$44 million, while short-let apartments added \$13 million. The findings were praised by Idris Aregbe,

Special Adviser to Governor Babajide Sanwo-Olu on Tourism, Arts, and Culture, during a stakeholder review of the Lagos State Detty December 2024/2025 Report.

According to the Vanguard newspaper (2025), during "Detty December" 2024 in Lagos, the tourism, hospitality, and entertainment sectors generated a total of \$71.6 million in revenue. Hotels contributed \$44 million, while short-term rentals (short-lets) brought in \$13 million. \$940,000 came from Luxury car rentals and \$800,000 came from events center.

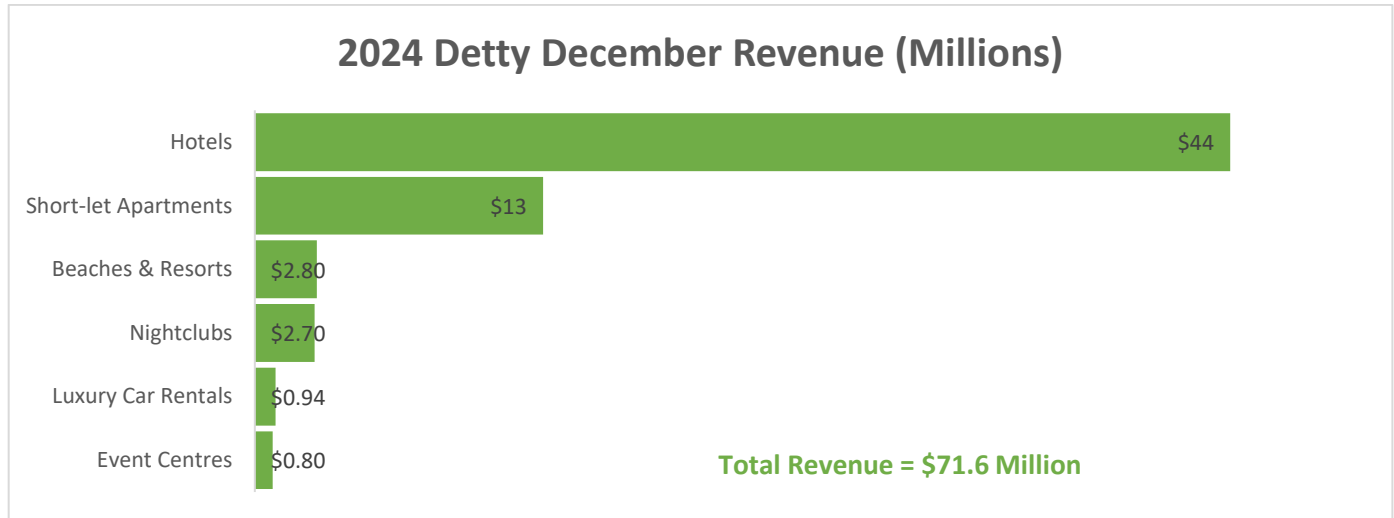


Figure 4. 2: Revenue from Detty December 2024

The ‘Detty December’ season, synonymous with Lagos’ vibrancy, showcased a variety of events that highlighted Nigeria’s rich cultural heritage. Major attractions included the Mrs. Universe Africa event, Greater Lagos Fiesta, Spotify Wrapped Concert, African Fashion Week, Rhythm Unplugged, The La Vida Experience, Joeboy Live, and culinary and cultural exhibitions (TV360 Nigeria, 2025).

Detty December activities and their popularity among sample population

The data shows that during Detty December, 58% of the sample population (434 respondents) engaged in music concerts and festivals. Business events or conferences attracted 33%, while 26% participated in nightlife activities such as clubs and parties. 3% took part in food festivals, and 22% engaged in cultural events. Additionally, 18% reported participating in fashion and lifestyle events, 16% in sport events, and 15% in art exhibitions and theatre performances.

Only 3% indicated that they engaged in activities outside the listed categories.

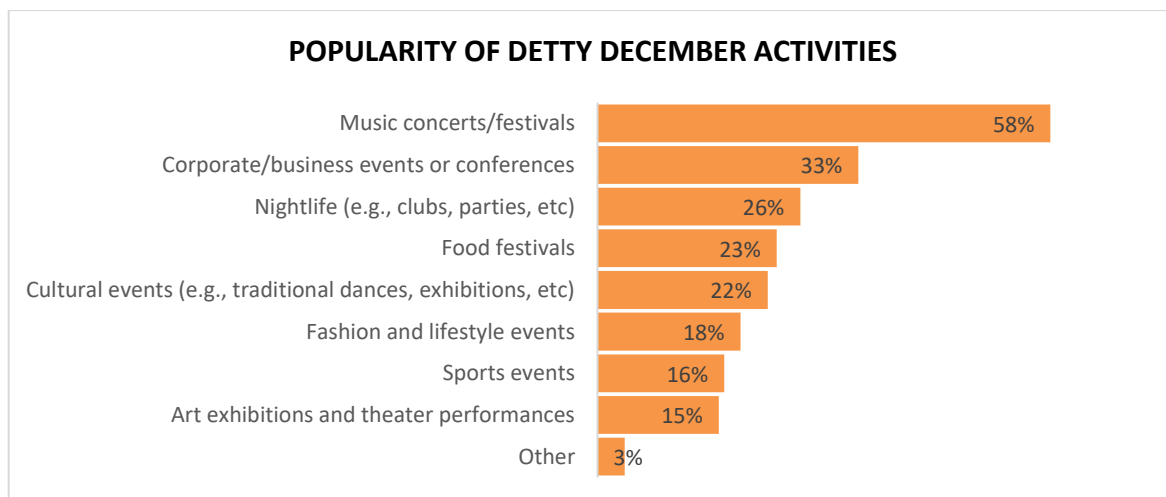


Figure 4. 3: Chart showing the popularity of various Detty December Festivities among sample population

93% of the sample population engaged in at least one activity during Detty December. As the number of activities increased, participation declined: 51% engaged in at least two activities, 32% in at least three, and 18% in at least four. Participation further dropped to 9% for at least five activities, 6% for at least six, and 4% for at least seven. Only 1% of the sample population reported engaging in more than seven activities during the period.

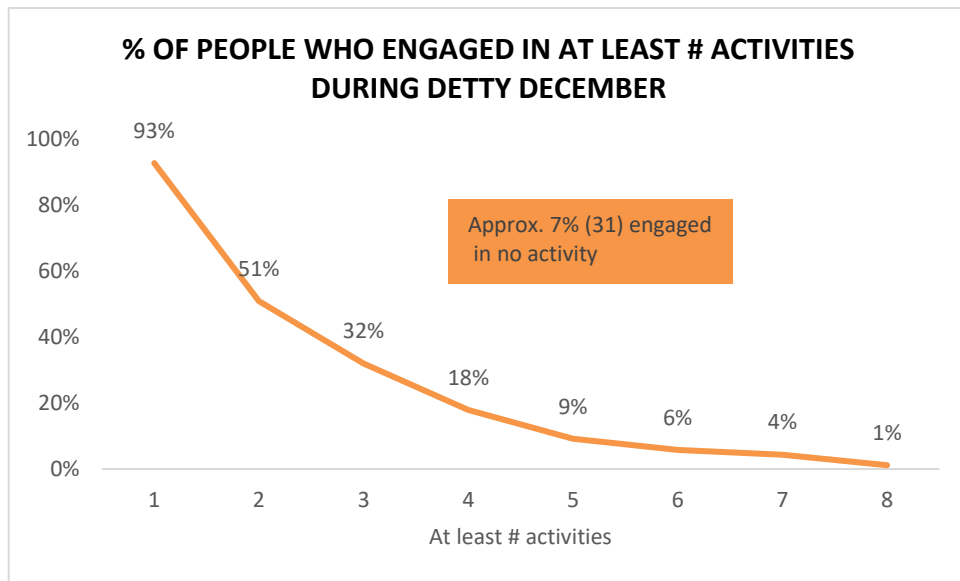


Figure 4. 4: Chart showing the % of sample population who engaged in a specific no. of Detty December activities

Most challenging factors during the Detty December

74% of the sample population identified traffic congestion as one of the major challenges experienced during Detty December in Lagos. Overcrowding at events was noted by 54%, while 44% pointed to expensive transportation options. High accommodation costs were highlighted by 28%, and 27% identified noise pollution as a concern. 22% noted the high cost of food and drinks, while 21% mentioned poor infrastructure, such as roads and airport facilities. An equal proportion (21%) also included safety concerns among their challenges.

Poor waste management systems were identified by 18%, and only 6% of respondents pointed to poor customer service at Detty December events as a key challenge.

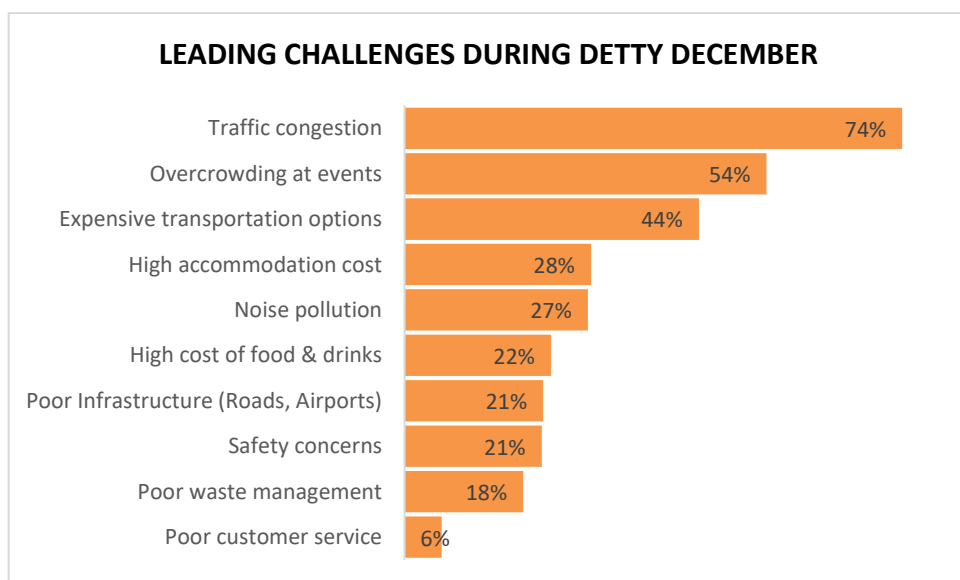


Figure 4. 5: Chart showing the prevalent challenges commonly encountered during Detty December

Detty December Content Engagement

97% of the sample population (434 respondents) reported engaging with at least one type of social media content related to Detty December. Within this group, 51% engaged with at least two types of content, 34% with at least three, 16% with at least four, and 9% with at least five.

Further, 5% engaged with at least six different types of content, 2% with at least seven, and 1% engaged with eight types. These figures highlight varying degrees of interaction with social media content during the festive period.

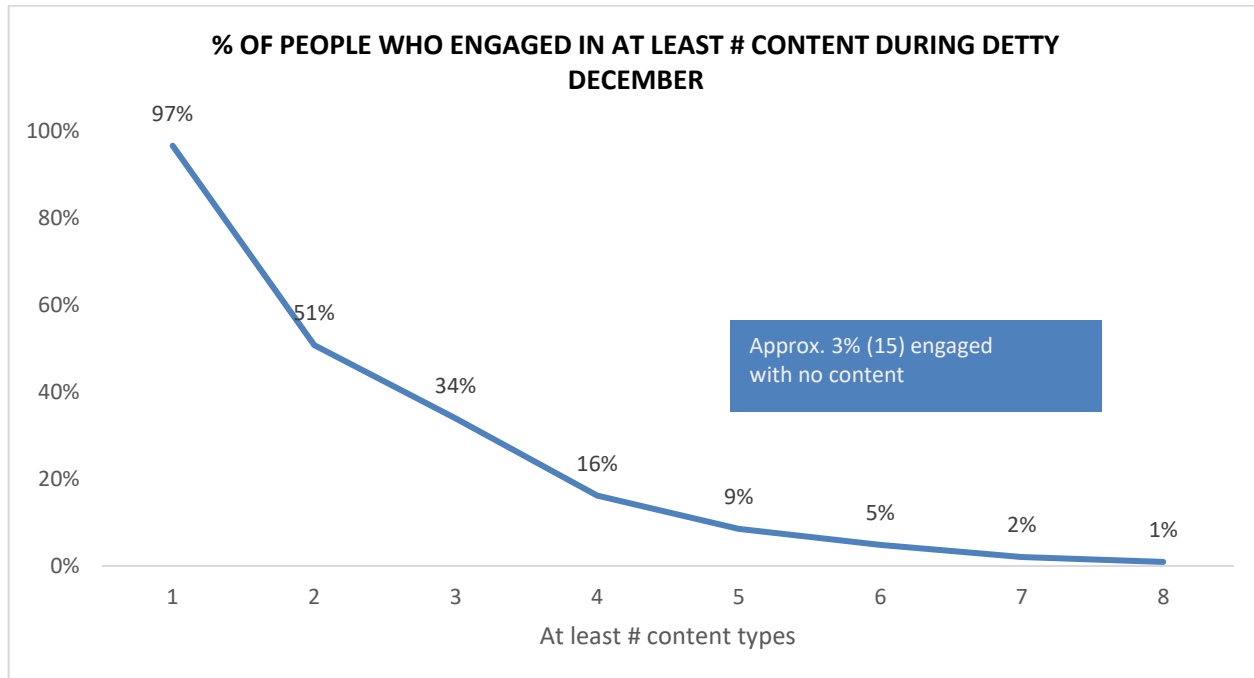


Figure 4. 6: Chart showing the % of people who engaged with at least a specific no. of digital content during Detty December

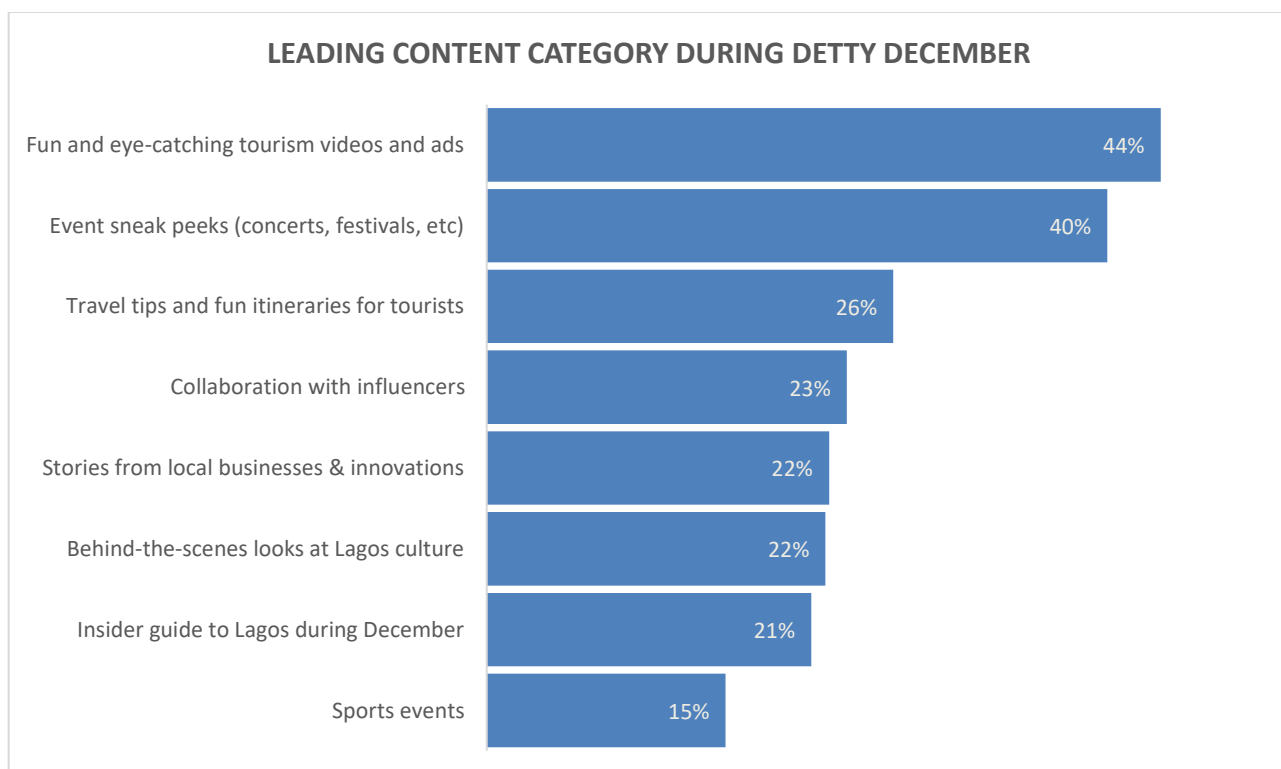


Figure 4. 7: Chart showing the leading digital content category during Detty December

Figure 4. 7: Chart showing the leading digital content category during Detty December

44% of the sample population engaged with tourism advertisements during Detty December, while 40% interacted with event sneak peeks, including concerts and festivals.

Travel tips and fun itineraries for tourists attracted 26% engagement. Additionally, 23% engaged with content from influencers, while 22% interacted with business stories and innovation, and another 22% with behind-the-scenes looks at Lagos culture.

Insider guides to Lagos during Detty December drew engagement from 21% of respondents, and sport events related to the season were noted by 15%.

Uniqueness of Detty December Activities within sample population

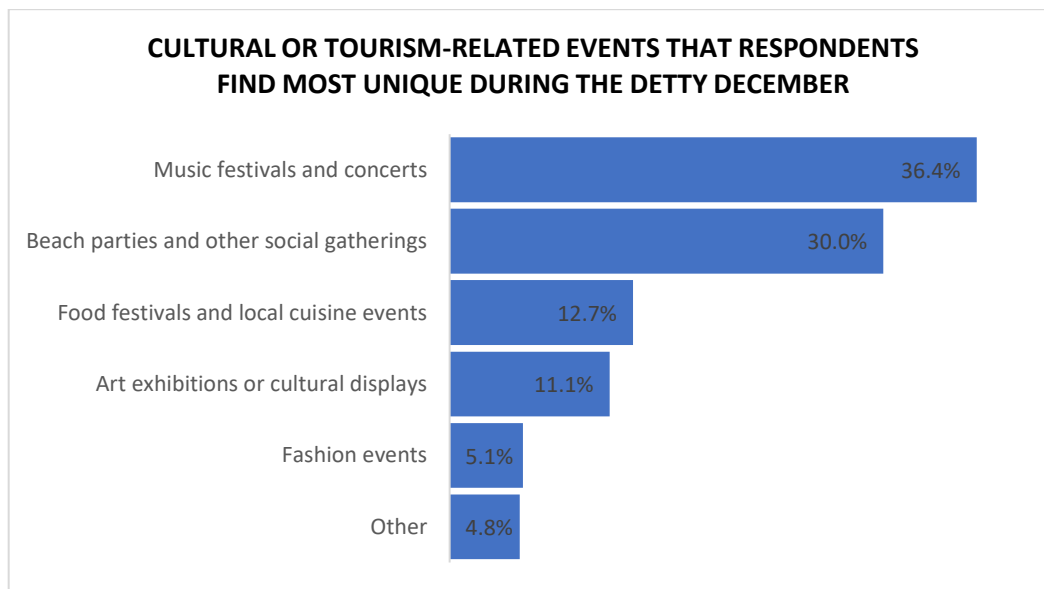


Figure 4. 8: Chart showing the most unique events among sample population

Musical festivals and concerts emerged as the most uniquely identified Detty December activity, with 36.4% of the sample population selecting it as their top choice. This was followed by Beach parties and social gatherings, which were preferred by 30% of respondents.

Food festivals and local cuisine events were recognized by 12.7% as the most distinctive experience, while Art exhibitions and cultural displays were identified by 11.1% of the sample. A smaller segment (5.1%) considered Fashion events the most unique part of the festivities, and the remaining 4.8% mentioned other activities not listed among the primary categories.

Weighted Average of Quantitative Data

On a 5-point Likert scale, the weighted average of Participation in Detty December is 2.46, 3.46 for Cultural perception of Lagos during Detty December and 3.87 for Business/Economic perception of Lagos during Detty December.

Table 4. 1: Weighted average of Participation, Cultural perception and Economic/Business perception of Detty December

Variable	Weighted Average
Business Perception of Lagos During Detty December	3.87
Cultural Perception of Lagos During Detty December	3.46
Participation in Detty December	2.46

Reliability of survey data

The internal consistency of the survey items (quantitative questions) was confirmed using the Cronbach’s Alpha test and it is summarized in the table below. Table from George and Mallery (2003) was used as a rule of thumb in interpretation of these values.

Table 4. 2: Table showing the reliability test of survey data using Cronbach's Alpha method

Variable	No. of items/questions	Cronbach’s Alpha Value	Interpretation
Participation	3	0.72	Acceptable
Cultural Perception	4	0.70	Acceptable
Business Perception	4	0.81	Good

Normal Distribution of variables

This section shows the normal distribution curve of the four quantitative variables assessed in the survey. They are participation, cultural perception and business perception

Participation

Using R programming, the mean was observed as 2.46 with a standard deviation of 0.7 and a skewness of positive 0.45

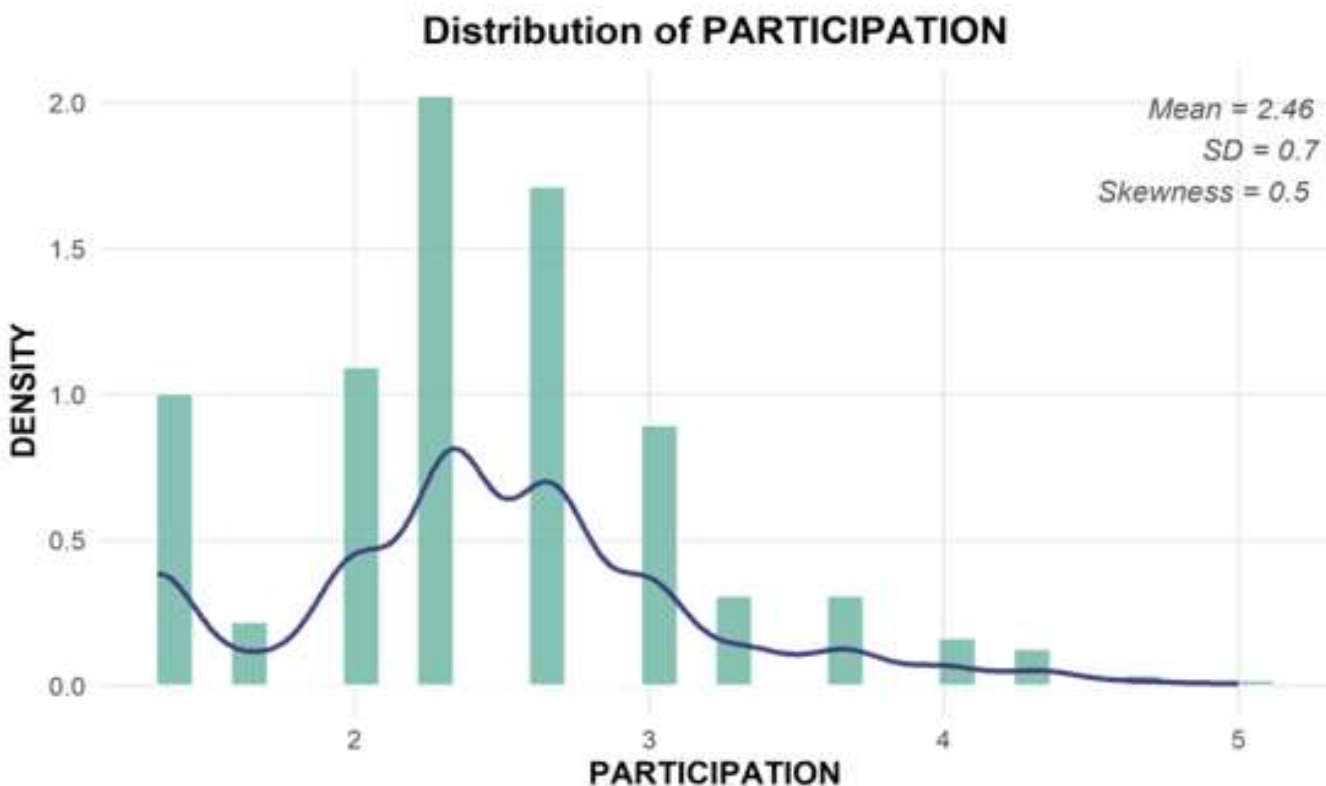


Figure 4. 10: Chart showing the Normal distribution of Participation in Detty December

Cultural Perception of Lagos during Detty December

The mean of cultural perception was observed to be 3.46 with a standard deviation of 0.69 and a skewness of negative 0.34.

Distribution of CULTURAL PERCEPTION

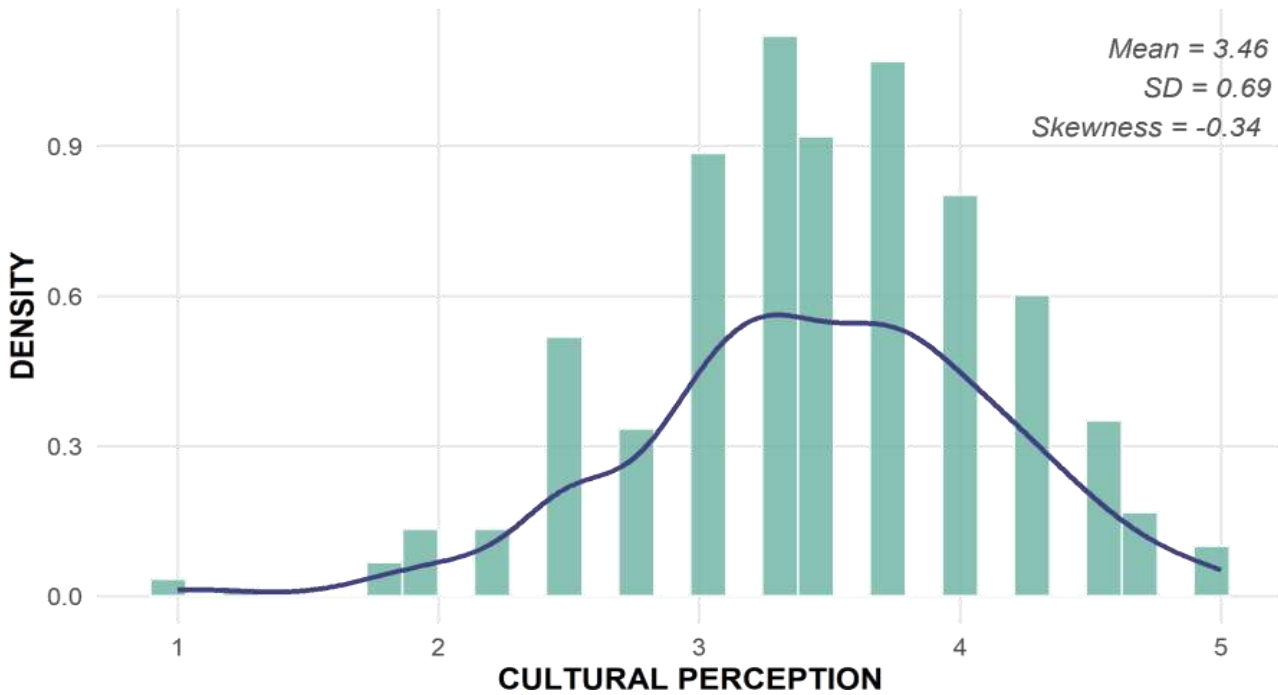


Figure 4. 11: Chart showing the Normal distribution of Cultural perception of Detty December

Business perception of Lagos during Detty December

The mean of Business perception was observed as 3.87 with a standard deviation of 0.73 and skewness of negative 0.78.

Distribution of BUSINESS PERCEPTION

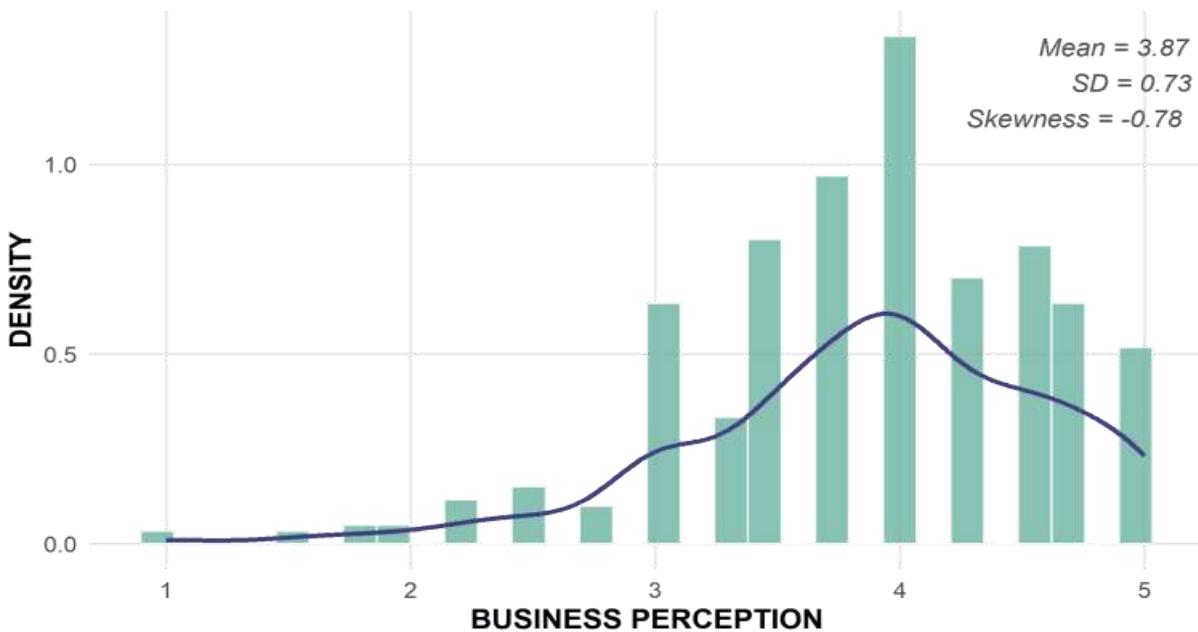


Figure 4. 12: Chart showing the Normal distribution of Business perception of Detty December

Correlation Analysis with R programming

The correlation between the dependent variable (Participation) and the independent variables (Cultural perception and Business perception) will be analyzed one after the other. Due to the abnormality of the variables Spearman correlation method is the primary method used in this testing because it does not assume a symmetric distribution when estimating the correlation coefficient, and it is also perfect for ordinal data.

Correlation Between Cultural Perception and Participation

Null Hypothesis, H0: The correlation between Cultural perception and Participation in Detty December is equal to zero.

Alternate Hypothesis, H1: The correlation between Cultural perception and Participation in Detty December is not equal to zero

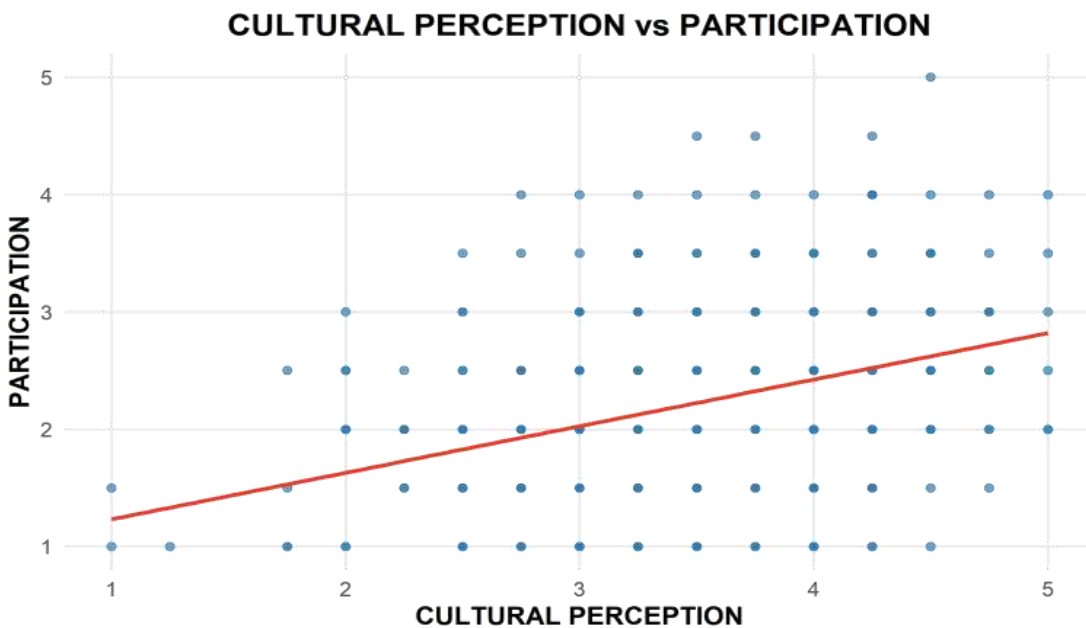


Figure 4. 13: Scatter plot showing the relationship between Participation and Cultural perception of Detty December

The findings of the Spearman’s correlation test between Participation and Cultural perception are summarized in Table 4.3 below

Table 4. 3: Summary of Correlation test between Participation and Cultural perception

Null hypothesis H0	The correlation between Cultural perception and Participation in Detty December is equal to zero ($\rho = 0$)	
Alternative hypothesis H1	The correlation between Cultural perception and Participation in Detty December is not equal to zero ($\rho \neq 0$)	
Significance level (α)	0.05	
Test Statistic (S)	8898635	
p-value	1.028e-13	
Spearman Correlation Coefficient (ρ)	0.3468577	Moderate Positive Monotonic Relationship
Decision	<ul style="list-style-type: none"> • $1.028e-13 < 0.05$ • $\rho = 0.3468577 \neq 0$ 	<ul style="list-style-type: none"> • There is statistically significant evidence to reject Null Hypothesis • A moderate positive monotonic relationship exists between Business perception and Participation (Cohen, 1988)

Correlation Between Business Perception and Participation

The findings of the Spearman’s correlation test between Participation and Business perception are summarized in Table 4.4 below

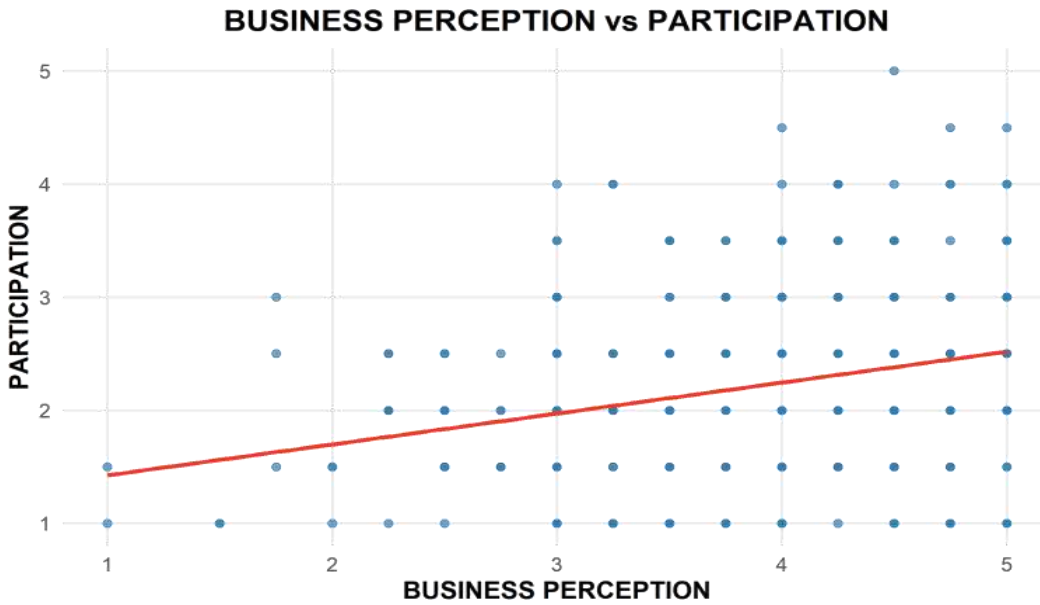


Figure 4. 14: Scatter plot showing the relationship between Participation and Business perception of Detty December

Table 4. 4: Summary of Correlation test between Participation and Business perception

Null hypothesis H0	The correlation between Business perception and Participation in Detty December is equal to zero ($\rho = 0$)	
Alternative hypothesis H1	The correlation between Business perception and Participation in Detty December is not equal to zero ($\rho \neq 0$)	
Significance level (α)	0.05	
Test Statistic (S)	10193246	
p-value	1.054e-07	
Spearman Correlation Coefficient (ρ)	0.2518359	Weak Positive Monotonic Relationship
Decision	<ul style="list-style-type: none"> • $1.054e-07 < 0.05$ • $\rho = 0.2518359 \neq 0$ 	<ul style="list-style-type: none"> • There is statistically significant evidence to reject Null Hypothesis • A weak but positive monotonic relationship exist between Business perception and Participation (Cohen, 1988; Mukaka, 2012)

This section provides further discussion of the findings that directly address the study's objectives. It also presents the responses to the key research questions

The data from Figure 4.3 shows that concerts, festivals, and corporate events were the most popular activities during Detty December. This is supported by revenue figures in Figure 4.2, which reveal that hotels alone made \$44 million out of the total \$71.6 million generated - likely because many of these events took place in hotels.

Short-let apartments also earned \$13 million, which makes sense given that 36% of survey respondents were visitors from outside Lagos, and about 1.2 million tourists - mostly Nigerians - came to Lagos for the holidays (MO Africa Consulting, 2024).

Nightlife activities like clubs and parties were the third most attended, with 26% of respondents participating. These were followed by food festivals (23%), cultural events (22%), and fashion/lifestyle events (18%). In terms of revenue, beaches and resorts made \$2.8 million, closely followed by nightclubs with \$2.7 million, showing that these events are also profitable.

On the other hand, sporting events saw some participation (16%) but brought in little or no revenue. This points to a missed opportunity. Unlike cities like New York, Tokyo, London, and Los Angeles that make billions from sports each year (Global Sports Insights, 2024; NYCEDC, 2024; FasterCapital, 2024). This clearly indicates that Lagos is yet to fully tap into the business potential of sports.

Key challenges of branding in Lagos state during Detty December

In the eyes of 74% of the sample population (shown in Figure 4.5), the traffic situation of Lagos is terrible and because of that it is the first major challenge they experienced during Detty December. Although this is not a surprise given the dense population of the state, few routes and the cumulative inflow of visitors that usually occur in December (MO Africa Consulting, 2024). Followed by overcrowding at events which were noted by 54%, while 44% pointed to expensive transportation options. Overcrowding could be because of hosts selling tickets to more than enough participants. On the other hand, high transportation cost is a common experience in Lagos as the prices fluctuates with the size of the demand which is usually higher during Detty December.

High accommodation costs were highlighted by 28%, and 27% identified noise pollution as a concern. 22% noted the high cost of food and drinks, while 21% mentioned poor infrastructure, such as roads and airport facilities. These cost concerns are also closely related to high demand that comes with festive period. Other challenges that hinder branding of Detty December are safety concerns, poor waste management systems in Lagos, poor customer service at events, in order of decreasing popularity.

How the population perceive Lagos Detty December

To make a quantitative meaning of the opinions of the sample population on their perception of Lagos state during Detty December, weighted average method was employed.

From Table 4.1, the weighted average score of Participation in Detty December across the sample population was observed to be 2.46 which indicates an overall negative sentiment towards participation in Detty December festivities as highlighted in Table 4.5 (Boone & Boone, 2012; Joshi et. al., 2015), or a score below neutral sentiment. This could be an indication that many people in and outside Lagos know about Detty December but do not yet see a need to fully participate. In other words, there could be a large portion of bystanders in the events of Detty December.

Meanwhile, the weighted average was 3.46 for Cultural perception of Lagos during Detty December. While this is greater than that of Participation, it is at the lower bound of the positive sentiment. This data suggests that there is a positive sentiment towards the cultural activities that go on during Detty December events by both participants and non-participants.

The greatest weighted average was observed for Business/Economic perception of Lagos during Detty December that is 3.87 which, although being the greatest of the three variables considered in this research, still falls within the positive sentiment by the respondents not extremely positive. However, this data indicates that Lagos state is highly perceived as a business or economic destination during Detty December. This agrees with the finding that Corporate and Business events are the second most popular events that people engage in, in Figure 4.3.

Table 4. 5: Table showing interpretation of weighted average according to Boone & Boone (2012) and Joshi et. al., (2015).

Weighted Average	Suggested Interpretation
1.00 – 1.80	Very negative sentiment
1.81 – 2.60	Negative
2.61 – 3.40	Mixed or neutral sentiment
3.41 – 4.20	Positive sentiment
4.21 – 5.00	Very positive sentiment

Strategies to improve participation in Dettu December

This section offers recommendations. It invites a thoughtful reflection on how Lagos can transform Dettu December into a competitive global tourism experience. By examining not only internal challenges but also global tourism best practices, we can chart a path toward a more inclusive, enjoyable, and profitable holiday season.

Addressing the Real Barriers to Growth

If there's one thing the data makes clear, it's this: boosting participation in Dettu December starts with solving the problems that frustrate participants the most.

Infrastructure and Environmental Challenges

From traffic congestion and poor road networks to inefficient waste management, visitors and residents alike encounter friction that dampens the festive experience.

Key solutions

- Developing alternative routes and active traffic management plans to ease congestion
- Investing in maintenance of public infrastructure
- Scaling up waste management systems through adequate staffing and clear public messaging
- Exploring public-private partnerships to improve service delivery and accountability Event Experience and Safety Concerns

Overcrowded venues, uncontrolled noise levels, and safety anxieties create an atmosphere of discomfort rather than celebration.

Key solutions include:

- Stronger event regulation and crowd control policies
- Better implementation and enforcement of noise ordinances
- A visible presence of security personnel and emergency response teams to instill public confidence

Affordability Barriers

The high cost of transportation, food, drinks, and accommodation is another major deterrent for broader participation, especially for domestic tourists and middle-income earners.

Key solutions include:

- Incentives for businesses in hospitality, transport, and food services to offer competitive pricing Policies that encourage price transparency and regulation, especially during peak demand periods
- Supporting small and mid-sized vendors to increase supply and reduce costs through healthy market competition

Broader Outlook: Learning from Global Destinations

Global tourism hubs like Dubai, Cape Town, and Miami have one thing in common—they've made the visitor's experience seamless, exciting, and affordable by strategically managing their pain points. Lagos has

the potential to follow suit. Detty December can grow from being a local festive season to an internationally sought-after cultural event, but only if we tackle these core issues head-on.

Strengthen Cultural and Economic Identity

Findings in Table 4.3 and Table 4.4 reveal statistically significant positive relationships between both business perception and cultural perception with participation in Detty December. While correlation does not imply causation, these results underscore the importance of cultural relevance and economic opportunities to the festival's continued success. To maintain and expand this momentum, branding experts, event planners, and project managers must collaborate to evolve and reimagine the Detty December identity in ways that resonate both locally and internationally.

Promote International Sporting Events

One key insight from the Detty December report is the untapped potential in the sports sector, as no significant revenue was generated from sports during the last edition. Given the large Nigerian audience who engage with global leagues such as the English Premier League, NBA, La Liga, and others, Lagos has an opportunity to become a destination for international sporting events. Rather than relying on novelty matches, Lagos can host competitive tournaments in football, basketball, volleyball, and athletics during the festive season, leveraging existing infrastructure. This would not only diversify the entertainment offerings for visitors but also promote Lagos' cultural richness through sport.

A well-structured sports enterprise has the advantage of driving growth in complementary sectors such as hospitality, food services, real estate, and transportation. Furthermore, a healthy and vibrant sports economy increases the likelihood of attracting foreign direct investment (FDI).

Integrate Traditional Cultural Festivals

To further enrich the cultural value of Detty December, traditional events like the Eyo Festival should be intentionally scheduled as part of the holiday calendar. Integrating such cultural showcases will reinforce Lagos' identity, attract diaspora and international tourists, and deepen public appreciation of the state's heritage.

CONCLUSION

This chapter synthesizes the study's findings in relation to its central objective: examining how Lagos can strategically position itself as a global investment destination through a city branding campaign centered on Detty December. It consolidates empirical results, highlights theoretical and practical contributions, outlines limitations, and proposes directions for future inquiry.

Overall Findings

The study identifies significant structural and experiential challenges during Detty December, including traffic congestion, overcrowding, high accommodation and transportation costs, infrastructure deficits, safety concerns, and service inefficiencies. Despite these constraints, the 2024 edition generated approximately \$71.6 million in revenue, with hotels accounting for \$44 million and short-let apartments contributing \$13 million, while beaches, nightclubs, luxury car rentals, and event centers also recorded measurable earnings.

Perception analysis revealed a mixed outcome: participation recorded a weighted average score of 2.46 (indicating generally low engagement sentiment), whereas cultural perception (3.46) and business/economic perception (3.87) reflected positive sentiment. Spearman's correlation results demonstrated statistically significant positive relationships between participation and both cultural and business perceptions, though the strength of association was weak to moderate. This suggests that while favorable perceptions exist, they are not sufficiently strong to drive participation at optimal levels.

The study also identifies key Public–Private Partnerships (PPPs) contributing to Lagos’ branding ecosystem, including Eko Atlantic City, the Lagos Free Trade Zone, the Lekki Deep Sea Port, the Lagos Rail Mass Transit system, Art X Lagos, Yaba’s technology cluster, and Nollywood collaborations with Netflix. These initiatives reinforce Lagos’ positioning as a commercial, cultural, and innovation hub.

Contribution to Knowledge

Practically, the study provides actionable intelligence for branding professionals, investors, and policymakers by identifying revenue streams, participation drivers, and structural bottlenecks. It offers empirical evidence to guide campaign positioning, infrastructure prioritization, and strategic messaging during Detty December.

From a policy perspective, the findings support more coordinated public–private collaboration to maximize investment inflows and tourism gains. Academically, the research fills a notable literature gap on Detty December as a structured city branding instrument within an African urban context, contributing to scholarship on place branding, cultural economy, and investment attraction.

Limitations of the Research

A primary limitation was the low representation of non-Nigerian respondents (5%), restricting the generalizability of findings to an international audience. Additionally, although cultural and economic perceptions were positively correlated with participation, the relationships were not strong, suggesting that other motivational factors—such as social reunions, leisure escape, or experiential appeal—may better explain participation patterns but were not examined within this study’s scope.

Recommendations for Future Research

The findings indicate that sports-related activities during Detty December generated minimal recorded revenue despite measurable participation interest. In contrast, leading global tourism cities such as New York City, Tokyo, London, and Los Angeles derive substantial annual income from sports tourism. Future research should therefore investigate the structural, marketing, and investment dynamics limiting sports monetization during Detty December, as well as broader motivational drivers of participation beyond cultural and economic perception variables.

Economic Viability of the Research Findings

The study demonstrates clear economic applicability. By identifying revenue concentrations, perception trends, and operational challenges, it provides a data-driven foundation for profitable investment decisions and more effective branding strategies. The absence of structured documentation on Detty December enhances the value of this research, positioning it as a foundational reference for stakeholders seeking to institutionalize the season within Lagos’ long-term city branding and economic development strategy.

REFERENCES

1. Aaker, D. A. (2012). *Brand leadership*. Free Press.
2. Adeyemi, T., & Yusuf, R. (2022). Cultural events and economic growth in African cities. *Journal of Urban Development*, 15(3), 120–134.
3. Akanbi, M. (2021). The rise of Afrobeats and its impact on Nigerian tourism. *African Entertainment Review*, 10(2), 56–78.
4. Aktan, A. (2020). Impact of gender, age and smoking habit on the effectiveness of health warning messages on cigarette packets. *International Journal of Health Promotion and Education*, 58(2), 1–13. <https://doi.org/10.1080/14635240.2020.1726199>
5. American Marketing Association (AMA). (2020). *Dictionary of marketing terms*.
6. Anholt, S. (2007). *Competitive identity: The new brand management for nations, cities and regions*. Palgrave Macmillan.
7. Anholt, S. (2010). *Places: Identity, image, and reputation*. Palgrave Macmillan.

8. Akinleye, T. (2022). The influence of Afrobeat on Lagos' cultural identity. *African Music Journal*.
9. Journal.
10. Arbitorz. (2024). Detty December 2024: \$71.6 million spent on hotel and other activities in Lagos State. Retrieved from <https://arbitorz.com>
11. Balogun, S. (2019). Challenges and opportunities in city branding: The case of Lagos. *Journal of Urban Studies*.
12. Boone, H. N., & Boone, D. A. (2012). Analyzing Likert data. *Journal of Extension*, 50(2), Article 2TOT2. <https://tigerprints.clemson.edu/joe/vol50/iss2/2/>
13. Bryman, A. (2015). *Social research methods* (5th ed.). Oxford University Press. Building a strong brand identity for your Nigerian start up. (2024). www.counseal.com (Accessed 22 February 2025).
14. BusinessDay. (2023, May 9). Eko Atlantic City to contribute over \$1bn to Nigerian economy. *BusinessDay Nigeria*.
15. Cochran, W. G. (1977). *Sampling techniques* (3rd ed.). John Wiley & Sons.
16. Cohen, J. (1988). *Statistical power analysis for the behavioral sciences* (2nd ed.). Lawrence Erlbaum Associates.
17. Creswell, J. W., & Creswell, J. D. (2018). *Research design: Qualitative, quantitative, and mixed methods approach* (5th ed.). Sage Publications.
18. Cultural tourism. (n.d.). Americans for the Arts. Retrieved March 20, 2025, from <https://www.americansforthearts.org>
19. Dinnie, K. (2011). *City branding: Theory and cases*. Palgrave Macmillan.
20. Einsiedel, E., Hanley, G., & Morrison, J. (2024). Investigating the correlation of analytical data on pesticide residues in fruits and vegetables with local climatic conditions. *Environmental Research*, 252, 110878. <https://doi.org/10.1016/j.envres.2024.110878>
21. Eko Atlantic. (2023). *Eko Atlantic City: The future of Lagos*.
22. Enterprise NGR. (2024). Lagos city branding tipping the scale for Nigeria's economic development.
23. development.
24. Fernando Rey Castillo-Villar. (2018). *City branding and the theory of social representation*. Universidad Nacional de Colombia, 1.
25. Field, A. (2013). *Discovering statistics using IBM SPSS statistics* (4th ed.). Sage Publications.
26. Franzese, R. J., & Iuliano, M. A. (2019). Descriptive statistics. In *Statistical methods in social science* (pp. 345–367). Elsevier. <https://doi.org/10.1016/b978-0-12-809633-8.20354-3>
27. García, J. A., Gómez, M., & Molina, A. (2012). A destination-branding model: An empirical analysis based on stakeholders. *Tourism Management*, 33(3), 646–661.
28. Hassan, S., & Mahrous, A. (2019). Leveraging cultural events for city branding: The case of global metropolises. *International Journal of Tourism Studies*, 23(4), 200–215.
29. Hinkle, D. E., Wiersma, W., & Jurs, S. G. (2003). *Applied statistics for the behavioral sciences* (5th ed.). Houghton Mifflin.
30. Huang, J., & Pennington-Gray, L. (2011). Describing linear bivariate relationships: Correlation analysis. In M. G. M. Scoville (Ed.), *Research methods in tourism studies* (pp. 239–257). CABI. <https://doi.org/10.1079/9781845938918.0239>
31. Intel Region. (2024). Lagos makes N111.4 billion (\$71.6M) from 2024 Detty December. Retrieved from <https://www.intelregion.com>
32. Ireland, J. (2010). Explorations in statistics: Correlation. *Advances in Physiology Education*, 34(4), 227–229. <https://doi.org/10.1152/advan.00068.2010>
33. Joshi, A., Kale, S., Chandel, S., & Pal, D. K. (2015). Likert scale: Explored and explained. *British Journal of Applied Science & Technology*, 7(4), 396–403. <https://doi.org/10.9734/BJAST/2015/14975>
34. Kavaratzis, M. (2004). From city marketing to city branding: Towards a theoretical framework for developing city brands. *Place Branding and Public Diplomacy*, 1(1), 58–73.
35. Kavaratzis, M., & Ashworth, G. J. (2005). *City branding: An effective assertion of identity or a transitory marketing trick?* *Tijdschrift voor Economische en Sociale Geografie*.
36. Keller, K. L. (2013). *Strategic brand management: Building, measuring, and managing brand equity*. Pearson Prentice Hall.
37. Kenton, W. (2024). Weighted average: Definition and examples. Investopedia. <https://www.investopedia.com/terms/w/weightedaverage.asp>

37. Kotler, P., & Gertner, D. (2010). Country and city branding: Global perspectives and challenges. *Journal of Marketing Management*, 26(1–2), 101–118.
38. Kotler, P., & Keller, K. L. (2016). *Marketing management*. Pearson Education.
39. Kumar, R. (2019). *Research methodology: A step-by-step guide for beginners* (5th ed.). Sage Publications.
40. Lagos Free Zone. (2024, April 11). LFTZ customs makes N54bn in Q1 2024. Lagos Free Zone. Lagos State Government. (2023). Lagos rail mass transit: A PPP success story.
41. Lagos State Ministry of Tourism, Arts, and Culture. (2023). *Annual report on tourism and economic development in Lagos State*. Lagos State Government Press.
42. McDonald, J. H. (2002). *Handbook of biological statistics*. Sparky House Publishing.
43. Miličević, K., Mihalič, T., & Sever, I. (2016). An investigation of the relationship between destination branding and destination competitiveness. *Journal of Travel & Tourism Marketing*, 34(2), 209–221.
43. Morrison, A. M. (2013). *Marketing and managing tourism destinations*. Routledge.
44. Mukaka, M. M. (2012). A guide to appropriate use of correlation coefficient in medical research. *Malawi Medical Journal*, 24(3), 69–71.
45. Noszczyk, M. (2023). Detecting changes in green and blue spaces: Modelling based on statistical approaches. *Ecological Indicators*, 154(3), 110878. <https://doi.org/10.1016/j.ecolind.2023.110878>
46. Pallant, J. (2016). *SPSS survival manual* (6th ed.). McGraw-Hill Education.
47. Pike, S. (2012). Destination positioning opportunities using personal values: Elicited through the Repertory Test with Laddering Analysis. *Tourism Management*, 33(1), 100–107.
48. Pinzón, N., Koundinya, V., Dowling, W. O'R., & Galt, R. (2024). An adaptable crosstabs template for participatory survey data analysis. *Journal of Extension (JOE)*, 63(2), Article 17. <https://doi.org/10.24857/joe.63.2-17>
49. PWC Nigeria. (2021). *The economic impact of tourism and entertainment in Lagos*.
50. Punch Newspapers. (2024). Lagos generated \$71.6M from tourism & December festivities –
51. Report. Retrieved from <https://punchng.com>
52. Richards, G., & Palmer, R. (2010). *Eventful cities: Cultural management and urban revitalisation*. Butterworth-Heinemann.
53. Ruiz-Real, J. L., Uribe-Toril, J., & Gázquez-Abad, J. C. (2020). Destination branding: Opportunities and new challenges. *Journal of Destination Marketing & Management*, 17, 1–13.
54. Sampaio, F., Silva, A., & Pires, G. (2024). Application of correlation analysis in environmental problems. *Regional Geography and Spatial Analysis*, 18(3), 85–98. <https://doi.org/10.24857/rgsa.v18n3-085>
54. Saunders, M., Lewis, P., & Thornhill, A. (2019). *Research methods for business students* (8th ed.). Pearson Education.
55. Senthilnathan, S., & Senthilnathan, P. (2019). Usefulness of correlation analysis. SSRN. <https://doi.org/10.2139/ssrn.3416918>
56. Sullivan, G. M., & Artino, A. R. (2013). Analyzing and interpreting data from Likert-type scales. *Journal of Graduate Medical Education*, 5(4), 541–542. <https://doi.org/10.4300/JGME-5-4-18>
57. Tanya, S. B. (2015). *Brand and branding*. John Wiley & Sons Ltd.
57. TechCabal. (2023). Lagos as Africa's tech hub: The role of public-private investments. Tiwari, P., Singh, V., & Sharma, R. (2024). On rank correlation coefficients. arXiv. <https://doi.org/10.48550/arXiv.2506.06056>
58. Vališ, M., & Žák, P. (2016). Approaches in correlation analysis and application on oil field data. *Applied Mechanics and Materials*, 841, 77–82. <https://doi.org/10.4028/www.scientific.net/AMM.841.77>
59. Xiao, D., Li, Y., & Lu, Z. (2015). Berry phase correction to electron density in solids. arXiv. <https://doi.org/10.48550/arXiv.cond-mat/0509806>
60. Yang, J., & Zhang, S. (2019). Feature selection for transient stability assessment based on improved maximal relevance and minimal redundancy criterion. *Journal of Power and Energy Engineering*, 7(1), 45–53.
61. Zou, K. H., & Tuncali, K. (2007). Correlation and simple linear regression. *Radiology*, 227(3), 617–628. <https://doi.org/10.1148/radiol.2273011499>