



Research Article

Creativity and Innovation as Drivers of Entrepreneurial Success in the Out-of-Home Advertising Industry in Lagos, Nigeria

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Abstract: This study investigates how creativity and innovation affect entrepreneurial success in Lagos' Out-of-Home (OOH) advertising sector. Lagos' fast urbanization and technological advancements have made it more and more necessary for advertising industry entrepreneurs to employ creative and innovative tactics to remain competitive. The study collected information from 126 respondents via questionnaires and interviews using a descriptive, cross-sectional survey approach. According to the findings, more than 94% of participants agreed that creativity and innovation are essential for operational success, competitive advantage, and corporate growth. The regression analysis affirmed that these characteristics and entrepreneurial performance had a statistically significant positive connection ($\beta = 0.408, p < 0.000$). Entrepreneurs continue to encounter obstacles like high innovation costs, regulatory constraints, and restricted access to creative people, even in the face of opportunities brought about by technology, market demand, and supporting policies. However, there are encouraging avenues for future innovation in the changing business climate. The study concludes that encouraging innovation and originality is crucial to maintaining business performance in Lagos' OOH advertising industry. To get past obstacles, it suggests government assistance, legislation changes, and strategic investments. The results close a knowledge gap and provide useful information for advertising entrepreneurs and policymakers alike.

Keywords: creativity; entrepreneurial success; Out-of-Home Advertising (OOH)

1. Introduction

Out-of-Home (OOH) advertising remains one of the most traditional and effective forms of marketing communication. It includes all advertising that reaches consumers outside their homes, such as billboards, transit posters, digital signage, and bus stop displays. According to Statista (2025), the global OOH industry was valued at \$34.5 billion in 2020 and is projected to grow at a compound annual growth rate (CAGR) of 5.5% through 2026. In Nigeria's fast-evolving advertising landscape, particularly in Lagos, entrepreneurs are increasingly turning to OOH formats to reach broader audiences.

Lagos, with its population exceeding 18 million, is a commercial nerve center and a prime environment for OOH advertising. The city's rapid urbanization, rising smartphone penetration, and improved digital infrastructure have contributed to significant growth in both traditional and digital OOH formats (Rufus, 2025). Entrepreneurship in the advertising industry hinges on the ability to craft innovative strategies and respond to changing consumer behaviors. However, entrepreneurs in Lagos' OOH sector face unique challenges, including navigating regulatory frameworks, competing with digital media, and strategically placing ads to maximize impact.

Existing research shows that entrepreneurial performance in advertising is influenced by regional business environments and adaptability to shifting market trends (Nwankwo & Onyeawwuna, 2020; Okonji, 2020). Lagos exemplifies this, offering a dynamic ecosystem shaped by a growing startup culture and a strong network of advertising professionals. In such a competitive environment, success depends on understanding consumer behavior, leveraging innovation, and continuously adapting marketing approaches.

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Creativity, the generation of novel and valuable ideas, and innovation, the implementation of those ideas to enhance performance, are central to entrepreneurship (Schilling, 2023). In the advertising industry, these qualities are critical for differentiation and sustained relevance (Walia, 2019; Cacciatore, 2023). Creativity enables firms to communicate brand value compellingly, while innovation ensures an ongoing competitive advantage. Research has consistently linked these elements to organizational success and long-term profitability (Tripathy & Maharana, 2015).

To stay competitive, many Lagos-based OOH entrepreneurs are adopting creative and innovative strategies. Digital billboards, interactive screens, and augmented reality (AR) technologies have transformed the traditional advertising model. These tools allow for dynamic content delivery, real-time engagement, and even personalized customer experiences (Ntoh, 2024). The integration of mobile technology with OOH advertising, such as QR code scanning or social media-based promotions, is another key trend. This convergence not only boosts user interaction but also creates new revenue models for entrepreneurs in Lagos (Bernritter et al., 2022). Such strategies enable businesses to reach their audiences more effectively and build memorable brand experiences.

Despite these opportunities, significant barriers persist. High technology costs, regulatory limitations on billboard placement, and rising competition from online and social media ads present constant challenges (Nwosu, 2025). Moreover, the rapid pace of technological advancement requires businesses to invest continually in new tools and platforms to stay relevant. Yet these challenges also offer fertile ground for innovation. For example, growing consumer and corporate interest in sustainability presents an opportunity for eco-conscious advertising solutions (Rathee & Milfeld, 2023; Paul et al., 2023). The Nigerian government's infrastructure investments, especially in transit hubs and urban centers, are also opening new frontiers for digital OOH advertising. Entrepreneurial innovation thrives in the nexus of urbanization, digital transformation, and rising consumer expectations.

Few studies have particularly examined how creativity and innovation propel entrepreneurial success in Lagos' OOH advertising industry, despite the fact that previous research has examined the relationship between entrepreneurship and innovation in general. The lack of localized, empirical research in this context creates a knowledge gap that this study seeks to address.

Therefore, innovation and creativity play a pivotal role in determining the success of entrepreneurs in Lagos' OOH advertising industry. By leveraging emerging technologies and developing inventive strategies, entrepreneurs can overcome market challenges and tap into new opportunities. As the industry evolves, Lagos presents a vibrant ecosystem in which innovative advertising ventures can thrive. This is why this study, *Innovation and Creativity as Key Drivers of Entrepreneurial Success in OOH Advertising in Lagos, Nigeria*, is both timely and necessary.

The advertising sector significantly influences economic growth, consumer behavior, and public perception. OOH advertising, which includes billboards, transit posters, and digital signage, remains a powerful medium for reaching broad audiences. In Lagos, Nigeria, the OOH advertising industry has grown rapidly due to population expansion, urbanization, and technological advancement. However, the sector faces challenges such as market saturation, regulatory constraints, slow adoption of technology, and stiff competition from digital and social media platforms (Okonkwo et al., 2023; Dong & Yu, 2020).

While entrepreneurship research is expanding, there is a notable gap concerning the role of creativity and innovation in entrepreneurial success, specifically within Lagos' OOH advertising sector. Existing studies often emphasize technology as a key driver of advertising effectiveness (Schilling, 2023), but they rarely isolate the unique impact of creativity in traditional advertising formats like OOH (Stephens & Miller, 2023; Sousa et al., 2020). Moreover, most research centers on digital platforms, overlooking the complex, localized nature of conventional OOH advertising and the entrepreneurial strategies involved.

Lagos presents a distinctive environment shaped by local regulations, cultural factors, and evolving consumer behavior. Despite opportunities like digital billboards and AR (Rufus, 2025), many entrepreneurs struggle with high technology costs, lack of expertise, and infrastructure limitations (Tella & Ogundeinde, 2024). This underuse of innovative and creative strategies highlights a critical gap in understanding how these elements drive entrepreneurial success.

This study aims to fill this gap by exploring how creativity and innovation serve as key drivers of success in Lagos's OOH advertising industry, providing insights into overcoming

challenges and leveraging emerging opportunities in a market where traditional and digital advertising increasingly overlap (Uzochukwu, 2025).

The research objectives refer to the following:

1. to examine the role of innovation and creativity in driving entrepreneurial success in the OOH advertising industry in Lagos, Nigeria;
2. to explore the challenges and opportunities faced by entrepreneurs in the OOH advertising industry in Lagos, Nigeria.

The article is to answer the following research questions:

1. How do innovation and creativity influence entrepreneurial success in the OOH advertising industry in Lagos, Nigeria?
2. What challenges and opportunities do entrepreneurs face in the out-of-home advertising industry in Lagos, Nigeria?

The research hypotheses are the following:

H₀₁: There is no significant relationship between innovation and creativity, and entrepreneurial success in the OOH advertising industry in Lagos, Nigeria.

H₀₂: The challenges faced by entrepreneurs in the OOH advertising industry in Lagos do not significantly impact their entrepreneurial success

2. Theoretical Review

2.1. Main Concepts Concerning the Research

2.1.1 OOH Advertising

OOH advertising refers to any form of advertising that targets consumers while they are outside their homes, including billboards, digital displays, posters, transit ads, and street furniture. Its ability to reach large audiences in public spaces makes it a vital tool for brand awareness and visibility (Babst et al., 2022; Geeta et al., 2020). Formats range from static billboards and posters to digital billboards and transit ads, with newer technologies enabling dynamic, real-time messaging. Innovations like Digital Out-of-Home (DOOH), interactive elements such as AR and QR codes, and data-driven targeting have enhanced the effectiveness of OOH campaigns (Shinde et al., 2023; Bhatti & Kumar, 2023; Longgrear, 2023). Sustainability is also gaining traction through the adoption of eco-friendly materials and solar-powered displays (Bhatti & Kumar, 2023). Research confirms that OOH advertising significantly impacts consumer behavior and brand perception. It is 11% more memorable than digital display ads (Silla, 2019), positively influences brand image, and drives in-store visits and purchases, with 29% of consumers acknowledging its impact on their buying decisions (Kelley, 2023).

In Nigeria, the OOH sector has demonstrated resilience despite economic challenges. Advertising expenditure reached ₦605.2 billion in 2023, showing a steady annual growth rate of 18.7% (Okamgba, 2024). However, inflation, currency volatility, and rising operational costs have pushed some advertisers to revert to static boards over digital formats (Okonji, 2020). The market remains fragmented and competitive, with small firms dominating and limited standardization (Silla, 2019). Despite regulatory complexities involving ARCON and LASAA, businesses continue to invest in digital innovations and data-driven strategies to enhance reach and effectiveness (Kelley, 2023; Falaiye, 2024; Nwankwo & Onyeonwuna, 2020).

2.1.2 Innovation in Advertising

Innovation in OOH advertising involves the use of new concepts, tools, or techniques to enhance the delivery of marketing messages, transforming traditional ad formats into interactive experiences (Hoffman et al., 2021; Burgess & Malhotra, 2020). In Lagos, where urbanization and high public transportation usage create a unique advertising environment, OOH advertising must adapt to engage consumers effectively. Innovations include technological and creative. Here, technological innovation refers to the statement that the OOH sector is being reshaped by technological advances, such as digital billboards that offer dynamic, time-sensitive campaigns and the ability to tailor content to specific times, demographics, or weather (Johnson, 2025; Daramola & Tejumaiye, 2018). AR further enhances engagement by allowing viewers to interact with ads via mobile devices (Mattan, 2024; Shchehelska, 2021). Creative innovation means that, beyond technology, creative approaches – like storytelling, humor, and culturally relevant content – are crucial in engaging Lagos' diverse audience (Roux, 2016).

Innovation process typically includes idea formulation, feasibility analysis, prototyping,

and scaling, with challenges like high costs and regulatory hurdles (Disu, 2025). However, Lagos' growing digital infrastructure offers significant opportunities. Innovation in OOH advertising boosts exposure, engagement, and ROI. AI-powered billboards in Lagos are already using real-time data for more relevant ads (Akande, 2023), while creative and digital strategies enhance brand differentiation and customer loyalty, ensuring long-term success (Onwuamaeze, 2024).

2.1.3 Creativity in Advertising

Creativity in advertising refers to generating unique ideas that effectively convey a brand's message, engage the audience, and distinguish the brand in a competitive market. Unlike innovation, which focuses on technological or product advancements, creativity emphasizes imaginative aspects of campaign design, such as memorable experiences and compelling narratives (Brandalise, 2024). In the crowded advertising space, creativity is key to enhancing the impact and effectiveness of campaigns.

Creative Techniques in OOH advertising embrace 1) visual design (using striking images, bold text, and unique color schemes to create visually memorable ads) (Roux, 2016); 2) concept development (crafting ideas that resonate with the target audience, incorporating storytelling, humor, and emotional appeal to ensure a lasting impact); 3) interactive technologies (Incorporating tools like AR, touchscreens, and QR codes to engage audiences more directly, as seen in British Airways' "Look Up" campaign, which interacted with real planes via digital billboards) (Roux, 2016).

Key metrics for assessing creativity include audience engagement, brand recall, and campaign effectiveness. Engagement is gauged by audience interaction, brand recall is measured through surveys, and campaign effectiveness evaluates sales, consumer behavior, and ROI (Rosengren et al., 2020; Khurram et al., 2018).

Creative ads can enhance brand recall and influence consumer decisions. Emotionally compelling and humorous ads foster stronger brand connections, even subconsciously, through effects like mere exposure (Vrtana & Krizanova, 2023; Soti, 2022). In Lagos, integrating local culture with creativity ensures ads resonate deeply with diverse audiences, strengthening brand loyalty and success.

In the OOH advertising industry, entrepreneurial success involves both financial metrics, such as profitability and market share, and non-financial factors like customer satisfaction and brand equity (Rufus, 2025). In Lagos, success is determined by a firm's ability to remain visible, creatively engage audiences, and adapt to shifting media consumption patterns. Critical success factors include leadership, resource access, regulatory considerations, and market dynamics (Akpa et al., 2021; Olurinola et al., 2021). Creativity and innovation play a central role, with businesses leveraging interactive technologies and context-aware content to enhance engagement, improve ROI, and foster long-term customer connections (Rufus, 2025; Basariya, 2017).

Entrepreneurial success is largely influenced by both innovation and creativity, especially in fast-paced, cutthroat industries like Lagos, Nigeria's OOH advertising market. Their joint use improves market differentiation and operational success, which supports long-term company growth. Businesses may provide their target audiences with dynamic, customized information by utilizing OOH advertising innovation, especially through the use of new technologies like digital billboards, programmatic advertising, and AR (Johnson, 2025; Akande, 2023). In addition to improving real-time adaptability and message relevance, these technologies enable businesses to react quickly to consumer behavior and environmental stimuli. Leveraging these advances gives businesses a quantifiable competitive edge in Lagos, where urban mobility and traffic density generate distinctive advertising touchpoints.

While innovation improves delivery methods, creating messages that connect requires imagination. Core creative tactics that guarantee advertisements are not only seen but also remembered and emotionally engaged include humor, cultural relevance, emotional appeal, and storytelling (Brandalise, 2024; Roux, 2016). In the multicultural setting of Lagos, creativity helps brands to establish memorable and meaningful connections with a wide range of consumer segments, strengthening brand affinity and loyalty.

As a result, creativity and innovation enhance one another's effects when used well together. Creativity powers the material that engages audiences, while innovation provides the platforms and tools. Campaign efficacy is increased as a result of this synergy, as seen by greater ROI, increased customer contact, and improved brand memory. In the end, this results in market penetration, brand equity, and long-term profitability, which are indicators of entrepreneurial success (Rufus, 2025).

2.2. Creative Destruction Theory

The Creative Destruction Theory was first introduced by Austrian economist Joseph Schumpeter in his seminal 1911 work, *The Theory of Economic Development*, and later expanded in *Capitalism, Socialism and Democracy* (1976). Schumpeter posited that capitalism evolves through a “perennial gale of creative destruction,” where old industries, technologies, and business models are constantly being replaced by innovative alternatives. This ongoing cycle of destruction and renewal is not just incidental but central to economic growth and industrial transformation.

At the core of this theory is the entrepreneur, whom Schumpeter regarded as the agent of innovation. Entrepreneurs disrupt the status quo by introducing new products, services, or processes, leading to the obsolescence of existing ones. Through this disruption, they challenge established firms, force market adaptation, and ultimately stimulate economic dynamism.

In the context of this study, Schumpeter’s theory is highly relevant for understanding the transformative impact of innovation within Lagos’ OOH advertising sector. Technological advancements such as digital billboards, AR, and data-driven programmatic advertising are replacing traditional formats like static posters and billboards. These shifts, driven largely by entrepreneurial innovation, exemplify the process of creative destruction. Entrepreneurs are leveraging new tools to reshape audience engagement, improve targeting, and deliver immersive brand experiences. This not only disrupts existing market structures but also opens new pathways for business success. Schumpeter’s theory, therefore, provides a valuable lens for analyzing how creativity and innovation contribute to entrepreneurial success in the evolving OOH advertising landscape.

2.2.1 Componential Theory of Creativity

Teresa Amabile created the Componential Theory of Creativity in 1983 as a framework for comprehending how creativity works, especially in corporate and organizational contexts. According to Amabile, creativity results from the interaction of three essential internal elements: intrinsic motivation, creativity-relevant processes, and domain-relevant talents. Later, a fourth external factor – the social environment – was included to take into consideration how context affects creativity.

The knowledge, proficiency, and technical abilities needed in a particular subject are referred to as domain-relevant skills. Cognitive styles and work habits that encourage original thought, like taking risks, tenacity, and adaptable problem-solving, are examples of creativity-relevant processes. The most important factor is intrinsic motivation, which propels people to pursue creative endeavors out of true curiosity or enthusiasm rather than in search of outside rewards. Creativity can be encouraged or inhibited by the social context, which includes leadership, company culture, and the resources at hand.

This theory is extremely pertinent to the current study, which looks at how innovation and creativity affect entrepreneurial success in Lagos, Nigeria’s OOH advertising sector. Entrepreneurs must use their domain-specific expertise, creative thinking skills, and internal drive to create original advertising concepts and campaigns in this fast-paced, cutthroat industry. Their creative output is also influenced by the business and social milieu, including market trends, customer expectations, and technology developments.

The study can gain a better understanding of how environmental and individual factors interact to promote creativity in entrepreneurial endeavors by utilizing Amabile’s Componential Theory. This clarifies why, in the ever-changing world of OOH advertising, some innovative advertising techniques result in more successful campaigns and, eventually, help entrepreneurs succeed.

2.3. Empirical Review

Shinde, Dighe, Sharma, Chowdhury, Rathore, and Waghulkar (2023) extended the Technology Acceptance Model (TAM) to investigate the adoption of DOOH advertising. The research found that integrating digital tools, such as mobile engagement and app-based promotions, significantly improves campaign reach and effectiveness. These findings highlight how innovation enhances advertising outcomes, supporting entrepreneurial objectives.

Bhatti and Kumar (2023) explored the transformation of OOH advertising into a resilient, tech-driven medium. Their study traced its evolution from static formats to dynamic digital platforms, emphasizing the importance of creativity and interactivity. The research underscored how these innovations have redefined campaign impact, contributing to

entrepreneurial success through enhanced audience engagement.

Babst, Roux, and de Jager (2022) assessed the evaluation methods used in South African OOH advertising campaigns. The findings revealed insufficient measurement practices but also highlighted the opportunity for improvement through interactive digital tools. This points to the importance of innovation in increasing campaign accountability and business performance.

Vangelov (2022) investigated digital outdoor advertising within smart cities and stressed the need for interactive, urban-focused advertising strategies. The study showed how innovation-driven campaigns align with emerging consumer behaviors, making them vital for entrepreneurs operating in technologically evolving environments like Lagos.

Aihumenki-Okhai and Egwuonwu (2021) analyzed the impact of OOH advertising on consumer buying behavior in Lagos, Nigeria. Using survey data, they found a significant positive relationship between billboard advertising and consumer purchasing decisions. This empirical evidence supports the role of effective, creatively driven campaigns in driving entrepreneurial outcomes.

Geeta, Benazir, and Barvin (2020) evaluated how public space advertising affects consumer decisions. Their study concluded that the visual appeal and visibility of OOH ads play a strong role in influencing purchasing behavior. The findings reinforce the effectiveness of creative outdoor advertising in stimulating business growth.

2.4. Conceptual Framework

The conceptual framework (Figure 1) emphasizes how important innovation and creativity are to entrepreneurship in the OOH advertising sector. According to this framework, innovation is the actual application of creative concepts through innovative advertising formats, technology, or tactics, whereas creativity is the production of unique and captivating ideas. Campaign effectiveness is a major mediating factor that is influenced by both of these fundamental inputs.

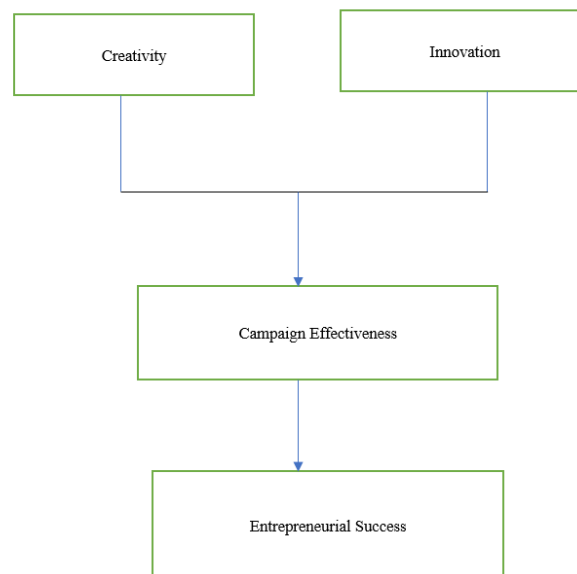


Figure 1. Conceptual framework of the research.

Metrics like audience engagement, message recall, and conversion rates are used to determine how effective a campaign is. Campaigns are more likely to connect with target audiences and achieve more exposure and impact when creative and inventive elements are properly aligned. Brand recognition, client acquisition, and overall business performance are all improved by this greater efficacy.

In the end, this results in entrepreneurial success, which can be quantified by sustained competitive advantage, market share expansion, or revenue growth. The concept highlights that in order to produce significant results, creativity and innovation must cooperate, and creative ideas must be practically implemented through innovation. This synergy is especially crucial for enterprises looking to stand out from the competition and draw in customers in more congested settings in the dynamic and highly visual OOH advertising market.



3. Materials and Methods

The study adopted a descriptive research design to explore how creativity and innovation influence entrepreneurial success within the OOH advertising sector of Lagos. This design was appropriate for providing a detailed and accurate representation of the current dynamics in the industry. A cross-sectional survey approach was also utilized to collect data at a single point in time, capturing the present views of entrepreneurs, managers, and key staff involved in both traditional and digital OOH advertising platforms. The target population included approximately 180 active OOH advertising companies in Lagos. A stratified random sampling technique was employed to ensure balanced representation across different business sizes and advertising formats. Using Cochran’s sample size formula and adjusting for the finite population, the study arrived at an estimated sample size of 123 respondents, which is statistically valid at a 95% confidence level and a $\pm 5\%$ margin of error.

Data collection involved a structured questionnaire distributed through Google Forms, focusing on variables such as innovation, creativity, and entrepreneurial success. Additionally, semi-structured interviews were conducted with selected industry leaders to gain qualitative insights. Quantitative data were analyzed using descriptive statistics (means, frequencies, percentages) and regression analysis to test hypotheses and examine relationships among variables. Thematic analysis was applied to qualitative interview data to uncover patterns and insights. Validity was ensured through expert reviews and a pilot test of the questionnaire, while reliability was confirmed with a Cronbach’s Alpha value of 0.7. Ethical standards were strictly maintained; participants gave informed consent, confidentiality was ensured, and personal data were anonymized. Respondents were also assured they could withdraw from the study at any time without consequence.

4. Results and Discussion

Table 1 provides an overview of the key characteristics of the participants in the study. It summarizes information such as age, gender, educational background, occupation, and other relevant demographic variables. The distribution of respondents across these categories helps to contextualize the study findings and indicates the diversity of the sample. Besides, the table may show the proportion of respondents in different age groups, the balance between male and female participants, and the levels of education represented, providing a clear snapshot of the population surveyed.

Table 1. Socio-demographic profile of respondents.

Variable	Category	Frequency	Percent (%)	Interpretation
Gender	Male	90	71.4%	More male respondents participated, indicating a male-dominated industry.
	Female	36	28.6%	
Age	Below 25	3	2.4%	The majority of respondents (70.7%) are aged 36–55, indicating mid-career professionals.
	26–35	24	19.0%	
	36–45	39	31.0%	
	46–55	50	39.7%	
	Above 55	10	7.9%	
Education	High School	7	5.6%	Most respondents (47.6%) hold a master’s degree, showing a highly educated sample.
	Undergraduate	39	31.0%	
	Master	60	47.6%	
	Doctorate	5	4.0%	
	Others	15	11.9%	
Experience	Below 1 year	4	3.2%	55.6% have over 11 years of experience, indicating deep industry familiarity.
	1–5 years	23	18.3%	
	6–10 years	29	23.0%	
	11 years and above	70	55.6%	
Work Role	Entrepreneur/Owner	28	22.2%	The majority are managers (37.3%), followed by sales/marketing and



			entrepreneurs.
Manager	47	37.3%	
Operations/Technical	9	7.1%	
Sales & Marketing	30	23.8%	
Others	12	9.5%	

4.1. Data Analysis and Interpretation

Objective 1: To examine the role of innovation and creativity in driving entrepreneurial success in the OOH advertising industry in Lagos, Nigeria.

Table 2 shows the findings summary regarding Objective 1.

Table 2. Findings summary regarding Objective 1.

Indicator	Findings Summary	Implication
Perceived importance of innovation and creativity (Q1)	96.8% of respondents rated it as “very” or “extremely important”	Strong consensus that innovation and creativity are critical to success
Contribution of innovation to business growth (Q2)	93.6% said it contributed to a “great” or “very great” extent	Innovation is a key driver of business performance
Creativity enhancing competitive advantage (Q3)	94.5% affirmed it enhanced their competitive edge significantly	Creativity is seen as a core differentiator
Frequency of use of creative/innovative practices (Q4)	81.8% apply such approaches “often” or “always”	High integration of innovation in daily operations
Regression analysis	Innovation/creativity has a significant positive effect on success ($\beta = 0.408, p < 0.000$)	Statistically confirms that these traits drive measurable entrepreneurial success

For Objective 1, both descriptive statistics and regression confirm that innovation and creativity are critical enablers of entrepreneurial success in the OOH advertising sector of Laos. Entrepreneurs frequently adopt and benefit from these capabilities.

This study found that innovation and creativity exert a positive and statistically significant impact on entrepreneurial success in the OOH advertising industry in Lagos. The regression analysis revealed that a unit increase in innovation and creativity leads to a 48% increase in entrepreneurial success ($\beta = 0.408, p = 0.000$). This supports the hypothesis that innovation and creativity are critical drivers of business performance.

These findings align with the work of Onwuamaeze (2024), who argued that innovation significantly enhances advertising effectiveness by increasing brand exposure, engagement, and ROI. Similarly, Brandalise (2024) emphasized that innovation, through tools like digital billboards, programmatic advertising, and data-driven targeting, allows businesses to differentiate their brands and boost long-term growth. Overall, creative and digital innovation strengthens competitive advantage and contributes to improved financial performance and sustainability in the sector.

Objective 2: To explore the challenges and opportunities faced by entrepreneurs in the OOH advertising industry in Lagos, Nigeria. Table 3 below presents the area and specifics in the OOH advertising industry and their implications.

Table 3. Challenges and opportunities faced by entrepreneurs in the OOH advertising industry.

Area	Specifics	Implication
Challenges in implementing innovation (Q9)	Most cited: Regulatory barriers (32.5%), High cost (31.7%), Market resistance (11.9%)	Legal, financial, and market constraints limit innovation
Opportunities for supporting innovation (Q10)	Most cited: Market demand (19.0%), Networking opportunities (9.5%), Gov’t support (7.9%)	Indicates a supportive yet evolving ecosystem for creativity
Business environment supportiveness (Q11)	50% rated as “supportive” or “very supportive”	General optimism exists, but 34.9% remain neutral
External factors enhancing innovation (Q12)	Most cited: Gov’t policies, funding, and tech advancements	Systemic improvements could foster more innovation

The research showed that, while entrepreneurs face structural barriers (cost, regulation, tech access), they also recognize emerging opportunities in market trends, technology, and

policy environments that could support greater innovation.

The study also explored the major barriers and enablers of innovation among OOH entrepreneurs in Lagos. The key challenges identified include:

- High cost of innovation
- Limited access to technology
- Regulatory and legal barriers
- Infrastructure issues (e.g., electricity, internet)
- Lack of skilled creative talent
- Market or client resistance

Among these, the most commonly cited challenges were high cost, regulatory/legal issues, and market resistance.

Despite these obstacles, entrepreneurs also recognized significant opportunities for innovation. These include:

- Growing market demand for innovative advertising
- Emerging networking and collaboration platforms
- Supportive government policies
- Advancements in technology

These findings suggest that while structural barriers persist, the ecosystem for innovation is evolving, and entrepreneurs are optimistic about leveraging emerging tools and policies to drive further growth.

5. Conclusions

The effect of creativity and innovation on entrepreneurial success can never be overemphasized. Creative and innovative advertising is essential for increasing the impact and efficacy of campaigns and helping them stand out in a crowded market. It positions businesses to stand out, offering entrepreneurs a competitive advantage. Thus, it can be concluded from the study that innovation and creativity are key drivers of entrepreneurial success.

Based on the findings of the current study, the following recommendations are deemed necessary to enhance entrepreneurial success in the OOH advertising sector in Lagos, Nigeria:

1. Entrepreneurs, especially in the advertising sector, should heavily invest in innovation to enhance business growth.
2. Given the effectiveness of digital billboards, mobile/transit advertising, interactive installations, and data-driven targeting, entrepreneurs should adopt these strategies to drive business success.
3. Regulatory authorities in the advertising sector should support and encourage innovation through favorable policies and regulatory backing.
4. Authorities should address legal and regulatory barriers that hinder innovation among advertising entrepreneurs.
5. The government should provide grants and aid to support entrepreneurs with innovative and creative ideas, helping mitigate the high cost of innovation.

Future research should be extended to entrepreneurs in other sectors, such as education and agriculture, to explore the effect of innovation and creativity on their success and business growth.

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