



Audrezara Journal of Communication and Social Research (AJCSR), Vol. 2(2), 140-149, 2026.



AUDREZARA JOURNAL OF COMMUNICATION AND SOCIAL RESEARCH (AJCSR)

Vol. 2, Issue 2, pp. 140-149, August, 2026.

DOI: <https://doi.org/10.5281/zenodo.22150235>

E-ISSN: 3121-9721

Analysing the use of Public Relations Campaigns in promoting Tourism in Osun State: Perspective on Osun Osogbo Festival

Olanrewaju Afeez Oyebamiji

Department of Mass Communication, Federal University Oye-Ekiti



ORCID:

<https://orcid.org/0009-0001-3808-0478>

***Corresponding Author:** afeezoyebamiji@gmail.com

History: Received: May 21, 2026; Revised: July 10, 2026; Accepted: July 15, 2026.

Abstract

The study examined the Public Relations tools and techniques in promoting tourism in Osun State with a particular focus on the Osun Osogbo Festival. The research aims are directed at understanding how public relations approaches are used to promote the cultural value of a festival in an attempt to draw local and/or international visitors. The study used quantitative and qualitative methodology to gather data for the study. The findings reveal the opportunities and threats that exist in the existing PR approaches to promoting cultural tourism. Findings indicate that even though the campaigns have successfully enhanced festival visibility and attendance, problems such as limited funding, discrepancy in messages, and weak digital interaction are still obstacles on the way towards optimal outcomes. The results of the work are encouraging as it states that well planned, well-done and consistent PR programmes can do a world of good to the tourist industry in Osun State, Nigeria. To achieve long term growth, it is suggested that there should be more involvement of stakeholders and that digital media should be used strategically and that the outcomes of the campaigns should be reviewed continuously.

Keywords: Tourist Industry, Cultural Tourism, Osun Osogbo Festival, Tourism Promotion

Introduction

Tourism is an important and growing driver for the economy, cultural exchanges and community development in many places of the world. States like Osun, which have abundant cultural and heritage values, are not making optimal use of their resources in Nigeria. Research like that of Folorunso et al. (2024) indicates that creative tourism can be a viable economic development tool for the State, with the creation and promotion of art galleries and cultural heritage sites as good examples. This suggests that public relations (PR) and other promotional activities play a key role in the processes through which these potentials are realised.



Osun Osogbo Festival (Osun-Osogbo Grove) is one of the most venerated of all the sacred groves in Osun State. It has been listed on the UNESCO World Heritage List and is therefore of local importance and international recognition. Various features of this sacred grove have been studied, including: historical background, access, culture value and physical environment as pull factors for ecotourism. These are the building blocks that PR campaigns can leverage to better connect with the various kinds of tourists.

Public relations campaigns are series of planned and strategic communication activities that help to develop relationships, to manipulate perceptions, and to raise awareness, (Tom et al., 2025; Du Plessis, 2000; PRSA, as cited in Molleda, 2017). In tourism PR, it can be important in the context of destination choice and retention, active involvement and development of public narrative on cultural events. A study by Ollor and Olaleye (2019) on promotional strategies and destination loyalty at Oshogbo, Osun State, found that promotional strategies and advertising are both components of promotional strategies that play a key role in revisit intent and referral. However, having promotional strategies does not ensure destination loyalty and the above study also indicates that if destination loyalty exists or messages are not consistent, or if the strategies are not effectively targeting stakeholders, then the strategies are ineffective.

The PR campaigns on the festival have wider sociological and economic implications besides creating awareness. The findings have revealed that during the festival period, the festival has a positive effect on the Osun local business performance, patronage of the hospitality industry and community income. Etuk and Idowu (2024) show that the preservation, promotion and celebration of heritage products are strongly associated with the outcomes of the hospitality business in Osogbo. This seems to indicate the impact of PR is not solely about image but also with economic implications for different stakeholders.

However, there are difficulties noted in the literature as well. A number of PR-led promotion activities have proven to be less effective in consistency of message, adequate promotion funding, coordination of the stakeholders and follow-through. For example, the strategies used to promote the products and services to people affect their loyalty although according to the research of Ollor and Olaleye (2022) there was little or no connection between promotion and destination loyalty in some instances. Likewise, perception studies among the community host groups find that they are not always meaningfully involved in decision making, thus undermining the sustainability of tourism projects.

It is pertinent to refer to the Osun Osogbo festival as a case of this strategic application of public relations (PR) in drawing and maintaining audience participation in moulding perceptions for sustainability, an example can be inferred from the Partnership between: The Osun State Ministry of Culture and Tourism : Osogbo Traditional Council; The National Commission for Museums and Monuments on media engagement. The ministry organises press briefing, film shows and media tour for journalists from the top Nigerian media houses, every year. These are the pre-festival activities that help to build the anticipation of the public and boost cultural and historical awareness of Osun Sacred Grove, while transforming Osogbo into a cultural tourism hotspot. These confrontations had brought the festival into the consciousness of the national and international media, and make the festival more and more attractive as a celebration of Yoruba history and now attracts thousands of tourists annually. When done well, the press attention generated by PR storytelling helps to reinforce the state as a tourist destination, and adds the festival to the bucket list for world culture buffs.

In numerous societies, tourism has become an important driver of socio-economic growth, cultural heritage and international recognition. The festival, which is one of the cultural heritage of the Osun State, and is recognised by UNESCO, has huge potentials to promote cultural tourism and promote the state's image. Although the festival's historical and cultural significance, its promotional efforts, in public relations (PR) terms, have not been successful in terms of visibility, maintaining tourist momentum and continuity of promotion over the years. Different promotional techniques are used to spread the message



of the festival, such as media publicity, community sensitization and limited digital promotion, but the effectiveness of these promotional strategies in generating tourism effects is still poorly understood.

Despite the cultural and historical importance of the Osun Osogbo Festival, the promotion of the festival in Osun State remains beset by several challenges in terms of visibility, message continuity and audience engagement. Despite the continuous campaigns on traditional and digital media, research shows that many of these campaigns are short-lived, fragmented, and conducted without a strategic and coherent approach to measuring the effect of tourism (Ezenagu, 2022). Limited resources, the lack of proper coordination among stakeholders, and conflicting messages from stakeholders present additional challenges in the effectiveness of PR-based tourism promotion (Adeyemi & Adedokun, 2021). Moreover, there has been limited development of the application of modern PR tools like digital storytelling, influencer marketing and interactive social media engagement to ensure the festival is effective in attracting the audiences of today's domestic and international users (Olatunji & Kayode, 2020). The enduring gaps highlight the need to conduct an in-depth study of the conceptualization, implementation and evaluation of PR campaigns in the promotion of the Osun Osogbo Festival.

These problems have been confirmed by several empirical studies. Adeyemi and Adedokun (2021) reported some factors that affect the effectiveness of the PR and tourism promotion activities carried out during the cultural festivals in Southwestern Nigeria are the lack of financial backing, lack of uniformity in information flow and poor coordination in the communication systems. Likewise, Olatunji and Kayode (2020) reported that the organizers of Osun Osogbo Festival have not fully capitalized on using digital promotional tools, especially social media platforms, that hamper the festival's reach to technologically active audiences. Ezenagu (2022) additionally pointed out that many tourism communication programmes in Nigeria have not had a continuous monitoring system; thus little is known about their possible long-term effects on tourist arrivals. Moreover, Akindele and Busari (2023) noted that low levels of collaboration between stakeholders of the tourism industry such as cultural custodians, governmental bodies, and media practitioners lead to non-uniform communication efforts and sub-optimal promotion results.

This set of studies shows that the problem of coordinating the promotion of tourism with PR, as well as of not having a strong digital integration, is well documented in the academic literature and continues to exist in the study area. Hence, a need to study the nature of PR campaigns employed to promote the Osun Osogbo Festival, assess their strategic effectiveness and recommend its improvement to promote tourism in Osun State.

One example is the growing trend of digital PR and influencer marketing with younger, global audiences. Over the past few years, the festival organisers have been collaborating with local creative agencies and hosting social media campaigns featuring hashtags such as #OsunOsogboFestival and #DiscoverOsun to promote the various aspects of the festival, including live events, rituals and artistic performances. The festival has been assigned to influencers and travel bloggers to produce short videos, blogs and vlogs that will create a participatory digital story around Osun's culture tourism. This strategy has resulted in a significant boost in engagement and responsiveness, especially from the diaspora and the arts community. As per Olanrewaju et al. (2024), these social media-fueled PR initiatives have improved the festival's digital footprint and cultural appeal, making it a traditional and modern tourism brand.

Research Objectives

1. To investigate the public relations promotional strategies adopted in the promotion of tourism at Osun Osogbo Festival, Osun State.
2. To evaluate the effectiveness of public relations campaigns that impact tourists' perception, awareness and participation of the festival held in Osun Osogbo.



3. To identify the problems and constraints encountered in the promotion of tourism using public relations campaigns in Osun State.

Theoretical Framework

Excellence Theory is an important theory that has been developed by Grunig and Hunt (1984) and later extended in the Excellence Study by Grunig, Grunig and Dozier (2002). The theory provides an interpretation of the circumstances that enable public relations to be effective in enhancing an organisation's effectiveness and in building mutually beneficial relationships between organisations and publics. A key element of the theory is that of two-way symmetrical communication, which posits that a key task for organisations is to listen to, understand and respond to the concerns, expectations and interests of publics, as well as sending information to them. Communication is thus a process of dialogue, negotiation, understanding and willingness to change in both parties. Two-way symmetrical communication involves interaction and relationship building between the organisation and the stakeholders, as the main aim of the message is to inform or persuade the audience (Grunig & Hunt, 1984; Grunig et al., 2002).

The relevance of the Excellence Theory to tourism promotion is in its focus on stakeholder relations, stakeholder participation, dialogue and mutual understanding. Tourism destinations have multiple stakeholders with varying interests such as the government, traditional institutions, the festival organiser, host communities, tourists, tourism businesses, media and cultural organisations. Good public relations campaigns, however, must encompass more than publicity and advertising: they must involve regular communication among these stakeholders, to understand what they expect and to work out tourism initiatives that will work for the destination and the publics. For Osun, public relations campaigns have the potential to convey cultural significance of tourism attractions, while also providing an avenue for expression of concerns and involvement of communities and other stakeholders in tourism planning. In regard to this, the theory is very relevant since sustainable tourism promotion requires cooperation of stakeholders, support of the local community, and a participatory approach in which the tourism promoter is able to maintain positive relationships with the local community and the tourist.

The use of the Excellence Theory to the Osun-Osogbo Festival is a good analytical tool for examining ways public relations campaigns can help promote the festival as a cultural tourism destination. The Festival is a complex relationship of agents such as the Osun state government, festival organizers, traditional and religious leaders, citizens, cultural practitioners, tourists, media, and tourism enterprises. Two-way symmetrical communication allows these stakeholders to be involved in the discussions about the promotion, organisation and preservation of the festival. Awareness building in public relations campaigns can then be done via traditional media, social media, cultural events, visual storytelling, community engagement, and other communication platforms to facilitate dialogue with audiences. Therefore, from this study's point of view, the success of public relations campaigns should not only be evaluated based on the publicity created for the Osun-Osogbo Festival, but also the level of engagement of the stakeholders, the extent of relationship building, cultural awareness and responsible tourism. The theory thus gives a suitable prism to analyze the nature of public relations campaigns around the Osun-Osogbo Festival, whether they are one-way communication or two-way communication with the potential of mutual gains for the festival, tourists, host communities and others.

Method

The study used a descriptive survey research design, which was deemed suitable for the gathering of factual information from a specific population and to describe existing conditions, opinions and practices concerning public relations campaigns and tourism promotion. The design enabled the researcher to



collect primary data on the implementation of public relations strategies in the promotion of tourism in the Osun State with special focus on the Osun Osogbo Festival. The respondents for the study were those individuals directly engaged in the planning, organising, communicating and facilitating the festival. These comprised the Osun State Ministry of Culture and Tourism staff, Osun Osogbo Festival Committee members, journalists, television and radio broadcasters, who were involved in publicising the festival, local businessmen and women and artisans within the community of Osogbo who interacted with the tourists and gained economically from the festival. The population also included community stakeholders and traditional aides who acted as cultural custodians during the festival, who were also considered as important sources of information because of their high involvement in the festival activity.

The population was sampled through purposive sampling in order to obtain a sample of 100 respondents. The technique was used because respondents were needed who had some knowledge of the festival's related public relations and promotion activities, professional involvement, or experience. The selection of respondents with a fine-grained focus on the expertise ensured that qualitative data gathered was rich, reliable and closely related to the research objectives. A structured questionnaire and semi-structured was the main tool employed to gather data, and the data were collected in face-to-face interviews. The questionnaire consisted of two sections, the first section collected socio-demographic data (age, gender, occupation, educational level and how long they have been involved in the festival), and the second section had the questions about the objectives. These were questions about respondents' awareness of public relations campaigns, the effectiveness of the tools used, the media platforms used and difficulties in promoting the festival.

Field-generated data were processed by frequency counts, percentages, and mean scores to sum up responses and highlight patterns in the participants' opinions. Tabulated results and charts were used to enhance clarity and aid interpretation of findings. There was a total of 100 copies of questionnaire distributed with 90 completed and recovered, a return rate of 90%. In the time of data collection, 10 copies of questionnaire were not recovered because the respondents were unavailable, failed to complete the questionnaire, or refused to return it. Hence, 90 copies of questionnaire successfully retrieved were the basis for data analysis. The open-ended questions were analysed thematically to capture the nuances, contextual explanations and experiential insights of the respondents. The methodological approach used in the study, ensured that the results were based on the experiences of people who engage in planning and promotion of the festival. The data was therefore useful and provided reliable and contextually relevant evidence of the impact of public relations campaign on the promotion of tourism in Osun State (Osogbo festival).

Findings

The results of the study on the use of Public Relations (PR) Campaign in promoting tourism through Osun Osogbo Festival is presented in this section. The data were gathered through a structured questionnaire filled-out by the respondents who were directly involved in or affected by the planning, promotion and participation in the festival. The analysis is based on the objectives of the study: What PR strategies did the study use, how effective were PR campaigns, and what were the challenges faced in using PR campaigns? Presentation of data is through tables, percentages and interpretation of narrative.



Demographic characteristics of respondents by measurers

Table 4.1 shows the demographic profile of the respondents. Among the respondents, there were 100 people comprised civil servants, media practitioners, business owners, tourists and community stakeholders.

Table 4.1: Demographic Information of Respondents

Variables	Categories	Frequency	Percentage (%)
Gender	Male	52	57.8
	Female	38	42.2
Age	18–30	25	27.8
	31–45	45	50.0
	46+	20	22.2
Occupation	Civil Servant	25	27.8
	Media Practitioner	15	16.7
	Business Owner	30	33.3
	Tourist	20	22.2

The gender distribution reveals a slight male dominance (57.8%) compared to female (42.2%) and indicates good gender balance. Most of the respondents (50%) were in the middle age range of 31-45 years, which means that promotion and management of the festival is more with middle aged adults who are involved with decision making and organization. Economically, the business owners (33.3%) were the highest in number of those who participated in the festival. This distribution shows that the respondents were the correct group to be able to offer knowledgeable views on the PR campaigns and their effectiveness.

Awareness of Public Relations Campaigns

The respondents were inquired about their awareness of the Osun Osogbo Festival PR campaigns.

Table 4.2: Respondents' Awareness of Public Relations Campaigns

Response	Frequency	Percentage (%)
Very Aware	48	53.3
Moderately Aware	30	33.3
Low level of awareness	12	13.4
Total	90	100

The results show that a large proportion of respondents (86.6%) knew about PR campaigns to a very great and great extent. This implies that communication and promotion initiatives have been “visible” and “recognisable” to key stakeholders, such as festival organisers, media practitioners and business beneficiaries. The high awareness level is due to the strategic use of both conventional and digital PR tools to communicate activities related to the festival.



Effectiveness of public relations campaigns

The respondents were asked to provide their input on the effectiveness of PR campaigns to promote tourism through the festival.

Table 4.3: Effectiveness of PR Campaigns in Promoting Tourism

Response	Frequency	percentage (%)
Highly Effective	40	44.4
Effective	35	38.9
Less Effective	10	11.1
Not Effective	5	5.6
Total	90	100

The findings show that 83.3% of the respondents rated the PR campaigns as either highly effective or effective, which implies that the PR strategies used were generally effective in increasing awareness, tourists participation and perception of the Osun Osogbo Festival. Overall, the data demonstrate that PR campaigns have had a positive impact on promoting the festival and stimulating tourism engagement.

The PR Strategies used:

Open-ended responses were analysed, and a variety of PR strategies noted in promoting the festival. Other media forms like radio, television and newspapers were extensively used to promote information regarding festival dates, events, and highlights. Vulnerability assessment and awareness-raising through community engagement initiatives such as stakeholder meetings, local announcements and active engagement with residents and artisans promoted awareness and participation. Digital PR activities were also carried out, such as social media platforms (Facebook, Instagram, WhatsApp), online storytelling, and festival videos to reach wider audiences, including younger and international tourists. Local business owners and community members also spoke positively about the area to other people, making the area more aware and popular with tourists. The findings suggest that PR strategies for the Osun Osogbo Festival incorporated the traditional, community-based and digital strategies to ensure maximum outreach and engagement.

Challenges Hindering PR Effectiveness

The challenges to achieving the full value of PR campaigns identified by the respondents included: Funding was a major constraint and limited promotional efforts, delay in getting the message out resulted in partial coverage and sometimes confusion, and limited digital infrastructure made it harder to successfully carry out online-based promotion and reach global audiences. A lack of coordination among stakeholders, such as government agencies, media houses and festival committees, was also noted as one of the major pitfalls. However, a lack of modern PR tools like influencer marketing, quality digital content and targeted online PR was also mentioned by some respondents as a limiting factor for the overall impact. These difficulties suggest that although the PR campaigns have been successful on many fronts, there are still structural, financial and technological constraints that have an impact on the campaigns' optimal performance.

Discussion

The results showed that the public relations strategies used to promote Osun Osogbo Festival were traditional public relations, digital public relations and community public relations. Radio, TV and



newspapers were often used to advertise festival dates, events of note and cultural importance. This matched the respondents' occupational makeup, with 16.7% of them being members of the media, who were active in disseminating festival information. Apart from traditional marketing techniques, digital marketing tools like social media engagement (Facebook, Instagram, WhatsApp), online storytelling, visual content dissemination, and other methods were used to target younger people and the international tourist population. Community engagement was another important strategy, which included the participation of community members, artisans and business owners in public enlightenment campaigns and direct interaction with tourists. These methods illustrate a multi-channel approach designed to reach as many people as possible, and as many different groups of stakeholders as possible, which clearly shows festival organisers' understanding of the need to maximise their reach and visibility through multiple PR channels.

The findings are aligned with the general literature of PR in tourism which shows that successful PR depends on strategic use of media, community involvement, and digital platforms to generate positive awareness and to sustain the relationship with the stakeholders (Olorunnisola& Ajibade, 2021). The Osun Osogbo Festival has been seen to effectively combine these strategies from the survey data and highlight the relevance of both modern and traditional public relations in promoting Osun cultural tourism.

Table 4.3 indicates that 83.3% of respondents perceived the campaigns to be effective (highly effective and effective). This is a good sign that the campaigns have been effective in raising awareness and creating a positive perception of the festival. This finding is reinforced by Table 4.2, which shows that 86.6% of the respondents knew something about PR activities. The data reflect the success of the campaigns in reaching the target groups and indicate increased participation and engagement with the festival's cultural and spiritual aspects.

The multi-pronged PR strategies used are likely to be the reason for the effectiveness reported in the study. Using mass and digital media creates a broad audience reach and community engagement helps to build local support and promote through positive word of mouth. The inclusion of business owners, civil servants, and tourists in the survey sample also suggests that the campaigns reach multiple levels of stakeholders, from campaigners to the individuals who benefit from the festival to those who experience festival-based products. That said, 16.7% of respondents rated the campaigns as less effective or not effective indicates that there are areas for improvement in their coverage, messaging consistency, and/or digital reach which could strengthen the impact of the campaigns even further.

The study highlighted some of the problems and limitations that hamper the effectiveness of the PR campaign of the Osun Osogbo Festival. The study identified some challenges and limitations that hinder the effectiveness of the PR campaign of the Osun Osogbo Festival. Limitation highlighted was the funding available which impacted scale, continuity and sophistication of promotional activities. It was also observed that the coordination between different stakeholders, such as Govt. agencies, festival committees, media practitioners and community representatives was weak resulting in disorganised communication and other inconsistencies in messages. In addition, the festival's limited adoption of modern PR tools, such as influencer marketing, quality digital content and targeted online campaigns, also limits its ability to effectively extend its reach and international appeal.

Overall, although there is a relative high level of awareness and effectiveness of PR campaigns, there are still structural and operational obstacles that hinder the potential of tourism promotion. The call for better coordination of stakeholders, adoption of modern digital PR tools and adequate funding indicated that these limitations could be overcome, thus making the impact of campaigns more pronounced, attracting more tourists to the State and extending its cultural tourism footprint. This finding aligns with the previous studies which highlighted the need for strategic planning, allocation of resources and



collaboration with stakeholders in promoting cultural tourism (Adeyemi & Adedokun, 2021; Olorunnisola & Ajibade, 2021).

Conclusion and Recommendations

Based on the findings of this study, it can be concluded that public relations campaigns are very important in promoting tourism in Osun State especially the Osun Osogbo Festival. The study also confirmed that different public relations techniques such as media publicity, cultural storytelling, community relations, and digital marketing are being utilised to promote awareness and participation in the festival. The PR activities have helped to make the Osun Osogbo Festival a cultural tourism hotspot both locally and internationally. But the study also found that the success of these campaigns can be curtailed where there is inadequate funding, weak collaboration between stakeholders, poor consistency in the message being promoted and lack of long-term promotional planning.

Finally, the PR campaigns have brought the Osun Osogbo Festival to the fore and have enticed tourists to visit but have not been optimally exploited. Strategic integration of modern PR tools, particularly social media and digital storytelling is needed to ensure continued engagement with local and international audiences. Thus, the study suggests that Osun State can enhance its tourism product in this regard through continuous public relations campaigns, research-based public relations campaigns and public relations campaigning between relevant stakeholders.

The researcher therefore recommends that:

1. The Osun Tourism and Cultural Agencies should have a proper Public Relations programme that takes into cognizance the year-round promotion of the festive event of Osun Osogbo. Campaigns should extend beyond the event season and seek to keep the focus on the event throughout the year to ensure that tourists stay interested and loyal to its brand.
2. More resources need to be allocated for digital PR through social media, social influencers and online storytelling to make it available to a larger audience, particularly young people and international tourists. This will be in addition to traditional media and also ensure continuous engagement before, during and after the festival.
3. Public Relations officers and organisers must continuously be trained on the use of new techniques in public relations and on digital marketing tools. Capacity building will help them send out better messages and assess the impact of campaigns more effectively.

Acknowledgements: The researcher would like to express his gratitude to all those who supported, guided and contributed to this study. Special thanks are extended to the academic colleagues, respondents and stakeholders who offered valuable insights and information throughout this research.

The author is also indebted to the institutions and individuals who have helped in the successful completion of this work in a direct or indirect manner. They are very supportive, cooperative and encouraging.

Funding: The researcher's research was 100% self-funded. The researcher has personally funded all the expenses related to the study, such as the transportation costs, data collection costs, printing and administration of questionnaires, communication costs and costs for other research activities. The authors did not receive any external funding nor institutional funding for the current study.

Conflict of Interest: The author has no conflict of interest in relation to the research, the writing and publication of this paper. It was a study conducted independently and that it has no personal, institutional or financial interest that affected the research process and results.



How to Cite: Oyebamiji, A. O. (2026). *Analyzing the use of public relations campaigns in promoting tourism in Osun State: Perspective on Osun Osogbo Festival*. *Audrezara Journal of Communication and Social Research (AJCSR)*, 2 (2), 140-149. <https://doi.org/10.5281/zenodo.22150235>

References

- Adeyemi, T. O., & Adedokun, O. A. (2021). Public relations practices and festival promotion in Southwestern Nigeria. *Journal of Tourism and Cultural Communication*, 14(2), 45–58.
- Akindele, S. A., & Busari, K. O. (2023). Stakeholder collaboration and cultural tourism promotion in Nigeria: Challenges and prospects. *African Journal of Hospitality, Leisure and Tourism*, 12(1), 88–102.
- Du Plessis, D. F. (2000). *Introduction to public relations and advertising*. Juta.
- Etuk, J. S., & Idowu, V. K. (2024). Cultural heritage product marketing and hospitality business performance: An empirical assessment of Osun-Osogbo Festival. *World Bulletin of Social Sciences*, 38(2), 44–57.
- Ezenagu, N. (2022). Cultural tourism promotion and communication gaps in Nigeria: An evaluative study. *Journal of Heritage, Arts and Tourism Studies*, 9(3), 120–134.
- Folorunso, O. S., Falabi, M. O., & Bashiru, A. A. (2024). Promoting creative tourism through Nike Art Gallery, Osogbo: A sustainable economic development strategy for Osun State. *HATMAN Journal of Hospitality and Tourism*.
- Grunig, J. E., & Grunig, L. A. (1992). Models of public relations and communication. In J. E. Grunig (Ed.), *Excellence in public relations and communication management* (pp. 285–326). Lawrence Erlbaum Associates.
- Grunig, J. E., & Hunt, T. (1984). *Managing public relations*. Holt, Rinehart and Winston.
- Grunig, J. E., Grunig, L. A., & Dozier, D. M. (2002). *Excellent public relations and effective organizations: A study of communication management in three countries*. Lawrence Erlbaum Associates.
- Molleda, J.-C., Moreno, Á., & Navarro, C. (2017). Professionalization of public relations in Latin America: A longitudinal comparative study. *Public Relations Review*, 43(5), 1084–1093. <https://doi.org/10.1016/j.pubrev.2017.08.003>
- Olanrewaju, M. M., Sanusi, B. O., Fajoye, A. J., & Onigbinde, O. O. (2024). Influence of social media in promoting Nigerian cultural heritage: A study of Osun Osogbo Festival. *International Journal of Sub-Saharan African Research (IJSSAR)*, 2(4), 350-362
- Olorunnisola, A., & Ajibade, S. (2021). Public relations and destination marketing: A pathway to sustainable tourism in Nigeria. *Journal of Communication and Media Studies*, 5(2), 113–128.
- Olatunji, R. W., & Kayode, O. T. (2020). Digital media usage and the promotion of cultural festivals in Osun State. *Journal of Media and Tourism Innovation*, 5(1), 33–47.
- Ollor, H. Y., & Olaleye, A. M. (2019). Promotional strategies and tourism destination loyalty in Oshogbo, Osun State. *African Journal of Innovations in Social Policy and Administration*, 7(2), 95–109.
- Ollor, H. Y., & Olaleye, A. M. (2022). Promotional strategies and tourism destination loyalty in Oshogbo, Osun State. *BW Academic Journal*.
- Tom, V. J., Umoren, P. E., & Mboho, M. (2025). Social media tools and public relations practice of select banks in Akwa Ibom State. *Advances in Law, Pedagogy, and Multidisciplinary Humanities*, 3(1).