



**LAGOS
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PAN-ATLANTIC UNIVERSITY



**LBS HOSPITALITY
INITIATIVE**

AFRICA HOSPITALITY SUMMIT 2025 COMMUNIQUE



Reimagining The Future of Hospitality in Africa

Experience, Technology, Business

Introduction

The Africa Hospitality Summit 2025 brought together industry leaders, policymakers, entrepreneurs, creatives, and professionals across the continent to reimagine the future of African hospitality in an era marked by cultural resurgence, rapid technological advancements, and shifting consumer expectations.

Hosted at Lagos Business School, the summit served as a platform for deep reflection on how Africa can harness its cultural assets, youthful creativity, and emerging digital capabilities to build a competitive and resilient hospitality ecosystem. Discussions throughout the day underscored the growing recognition that hospitality is far more than an economic sector; it is a national projection tool, a vehicle for job creation, a catalyst for tourism, and a means through which Africa defines its identity for itself and the world.

The event explored how technology and artificial intelligence are transforming hospitality operations, how culture and creativity shape customer experiences, and how African enterprises can scale in an environment marked by infrastructural challenges and evolving consumer tastes. The summit challenged participants to envision an industry driven by intentional design, world-class service, and locally grounded innovation. It did so through keynote addresses, panel discussions, interactive sessions, creative performances, and extensive networking engagements that blended insight with inspiration.

Opening Ceremony

Host: Emem Attah



The day began with registration and an atmosphere of anticipation as participants, industry executives, academics, and innovators gathered for what promised to be a landmark reflection on Africa's future in hospitality.

The Master of Ceremony, Emem Attah officially opened the summit, welcoming guests and situating the event as a space for insight, candour, and collaboration. Her introduction set a vibrant tone, reminding the audience that the conversations ahead held the potential to influence how African hospitality evolves in the coming decade.

The event featured:

- Two Keynote speeches by distinguished African hospitality leaders
- Two high-level panel sessions
- A Palm Wine Conversation
- Sponsor showcases

The ceremony established a shared purpose among participants: to elevate an industry closely tied to the continent's cultural identity and economic aspirations.

Welcome Address



Prof. Olayinka David-West

Dean and Professor of
Information Systems,
Lagos Business School

*“ How can we create systems
that amplify the value we offer
and sustain our businesses?”*

In her welcome address, Prof. Yinka David-West underscored the strategic importance of hospitality for national and continental development. She described hospitality as a foundational pillar of economic infrastructure, one that influences business travel, conferences, tourism flows, investor confidence, and Africa’s global image. In her view, hospitality is not merely an industry of leisure; it is a dynamic ecosystem that shapes how nations engage with visitors, investors, and citizens alike. She emphasised that Africa must increasingly position itself within the global hospitality landscape by building enterprises that are operationally excellent, culturally expressive, and technologically enabled.

Prof. David-West also reaffirmed Lagos Business School’s commitment to expanding managerial competence and strengthening industry capacity. She noted that the LBS Hospitality Initiative was designed to address skill gaps, deepen professional standards, and foster industry-wide innovation. Her remarks called for a collaborative approach that brings together private sector actors, educational institutions, government agencies, and creative professionals. She urged every participant to see themselves as contributors to a shared project: one that aims to elevate African hospitality into a world-class, globally competitive sector.

Opening Remarks



Dr. Belinda Nwosu

Academic Director,
LBS Hospitality Initiative.
Faculty, Lagos Business School

***“The summit is a movement..
built around conversations that
challenge and transform us“***

Dr Belinda Nwosu’s opening remarks situated the day’s sessions within the larger transformation reshaping the global hospitality industry. She observed that the industry is shifting from traditional service models to experience-led, story-driven, and technology-enhanced hospitality. For Africa, this transition presents not only challenges but distinctive opportunities. She emphasised that Africa is not behind; rather, it is uniquely positioned because of its cultural depth, inventive youth population, and expanding creative industries. According to her, the continent has the potential to define new hospitality models that combine global best practices with local authenticity.

Dr Nwosu highlighted the increasing integration of technology into hospitality operations, noting that digital platforms, data systems, and artificial intelligence now shape how businesses manage guests, personalise services, and deliver efficiency. Yet she also stressed the importance of maintaining the human element at the heart of hospitality. She reminded participants that hospitality is ultimately about storytelling—the narrative communicated through spaces, food, design, and guest experiences. Her remarks reinforced the idea that Africa’s cultural identity, if intentionally integrated into hospitality design and operations, could become one of its strongest competitive advantages. She concluded by reaffirming the LBS Hospitality Initiative’s dedication to talent development and capacity building, urging the audience to embrace the summit as a space for collective imagination and industry transformation.

Keynote Address I

Building Africa by Building African Enterprises



Mossadeck Bally

President,
Groupe Azalaï Hotels

“Africa will not be built by foreign capital alone. It will be built by African entrepreneurs with African values and African talent.”

The first keynote address was delivered by Mossadeck Bally, whose leadership of Groupe Azalaï Hotels has positioned him as one of the most influential voices in Africa’s hospitality sector. His keynote framed hospitality as both an economic engine and a cultural responsibility. Bally began by acknowledging Africa’s immense potential as a global destination, yet reminded participants that this potential will remain dormant unless Africans build enterprises capable of shaping and owning the continent’s tourism and hospitality narrative. His theme, “Building Africa by Building African Enterprises,” was not merely aspirational; it reflected decades of lived experience navigating market fragmentation, infrastructural gaps, and the pressures of competing with international brands.

Bally’s message was grounded in the belief that African enterprises must be deliberate, disciplined, and committed to excellence if they are to redefine the continent’s future in hospitality. He recounted the early days of Azalaï, when his commitment to building an African-owned hotel chain often meant confronting skepticism and navigating operational hurdles that international brands did not face. Yet, he argued, these challenges shaped a deeper understanding of African markets—an understanding that foreign models often overlook. He emphasised that Africa’s hospitality solutions must emerge from African realities rather than imported templates.

Central to Bally's address was the idea of long-term ownership. He asserted that sustainable development in hospitality requires enterprises that are not only profitable but also deeply rooted in local ecosystems. He encouraged stakeholders to invest in talent, infrastructure, and capacity building, noting that African hospitality cannot thrive solely on outsourced expertise. Bally emphasised that the continent must cultivate its own architects, chefs, hotel managers, designers, technologists, and strategists who understand the nuances of local cultures and the expectations of its guests. In his view, the most successful African hospitality brands of the future will be those that combine global standards with distinctly African sensibilities in design, service, cuisine, and experience.

“Africa deserves homegrown hotel chains, airlines, tour operators, and event spaces run with excellence“

Bally's reflections on resilience were especially poignant. He highlighted the volatility that comes with political uncertainty, economic shocks, and infrastructural weaknesses, yet maintained that African entrepreneurs must adopt a mindset of possibility rather than limitation. His message was one of agency: that Africa's hospitality sector will expand only to the extent that Africans take responsibility for driving its growth. He concluded by urging young professionals to embrace hospitality as a viable and meaningful career path. Building Africa, he repeated, requires building African enterprises—and African people must be the ones to lead that journey.

“To the young people.. Don't wait to be chosen. Choose yourself. Don't wait for opportunity. Build it.”

Keynote Address II

The Art and Business of Creating Unforgettable Experiences



Paul Onwuanibe

MD / CEO,
Landmark Africa

“We are here to talk about hospitality and the practicality of it - how will Africa rise and tell its own story?”

Paul Onwuanibe’s keynote address offered a compelling blend of visionary thinking and practical insight, reflecting his experience in building Landmark as one of West Africa’s most expansive leisure, lifestyle, and hospitality ecosystems. His address centred on the power of experience creation in modern hospitality. He explained that today’s guests, both local and international, are no longer satisfied with transactional service. Instead, they seek immersive environments, emotionally resonant interactions, and experiences that reflect the character of the place. For him, the future of hospitality is rooted in the ability to design spaces and services that tell compelling stories.

Onwuanibe described the transformation of Landmark as a deliberate and strategic experiment in place-making. He explained that great hospitality is never accidental; it is the result of intentional design choices, community engagement, and an uncompromising commitment to quality. He challenged the industry to move beyond the traditional definitions of hotels and restaurants, arguing that hospitality now encompasses retail, recreation, events, real estate, wellness, and culture. In his view, the boundaries between these sectors have dissolved, creating an opportunity for African businesses to adopt integrated models tailored to the continent’s diverse demographics.

A recurring theme in his keynote was the importance of operational excellence. He cautioned that visionary concepts, while important, do not survive without strong execution. He shared examples from Landmark's growth journey, including challenges with land acquisition, infrastructure limitations, and policy constraints. Yet each challenge, he noted, became an opportunity to innovate: whether by creating alternative energy systems, designing guest flow models for peak seasons, or investing in technology that enhances customer experience.

Onwuanibe insisted that world-class service requires continuous investment in staff training, digital systems, and rigorous standardisation. He also highlighted the intersection of hospitality and national identity. In his view, the hospitality industry carries the responsibility of shaping how the world encounters Africa. The quality of service, the design of spaces, and the stories embedded in experiences collectively influence global perceptions of Africa's capability, creativity, and professionalism. By creating unforgettable landscapes and encounters, African enterprises can help rewrite the dominant narratives about the continent.

He highlighted the importance of ecosystems, not just facilities, noting Landmark Africa's work in intentionally designing holistic lifestyle destinations. His message emphasised blending creativity, business strategy, architecture, and cultural insight to create experiences that compete globally.

Onwuanibe concluded with a call for courage and imagination. He urged participants to think beyond the limitations of current infrastructure and to design hospitality experiences that anticipate Africa's future rather than replicate its past. He encouraged industry leaders, entrepreneurs, and young professionals to see hospitality not merely as a business but as a powerful instrument for cultural projection and socio-economic transformation.

Panel Session I

Tech, AI and The Business of Hospitality



MODERATOR

Adedoyin Odunfa

MD / CEO,
Digital Jewels Ltd.

SPEAKERS

Ayoola Ajuwon

General Manager,
21st Century Evolution Systems

Daniel Omerigwe

Managing Director,
Current-Link Hospitality Systems

The first panel session brought together three industry leaders whose work sits at the intersection of hospitality, digital transformation, and enterprise innovation. Moderated in an engaging and conversational format, the session explored how technology and artificial intelligence are reshaping the operational, managerial, and experiential dimensions of African hospitality. The panellists included Ayoola Ajuwon, Managing Director of 21st Century Evolution Systems Ltd.; Adedoyin Odunfa, MD/CEO of Digital Jewels Ltd. and Daniel Omerigwe, Managing Director of Current-Links Hospitality Systems Limited. Together, they examined the critical role of technology in elevating African hospitality to a global level of competitiveness.

The conversation opened with reflections on how digital systems have become the backbone of modern hospitality operations. Ayoola Ajuwon emphasised that technology is no longer an optional add-on but a core infrastructure that determines a business's efficiency, visibility, and guest engagement. According to him, hotels and restaurants that fail to modernise will struggle to compete in a market where guests expect seamless online experiences, from booking to check-in, payment, feedback, and personalised service delivery. He argued that Africa's hospitality industry must accelerate technology adoption not merely to follow global trends, but to solve long-standing operational challenges such as fragmented data, inconsistent service delivery, and high operational costs.

Building on this, Adedoyin Odunfa who moderated the panel, highlighted the strategic importance of data governance. She noted that while many African hospitality businesses invest in digital tools, they often overlook the need for structured, accurate, and secure data. Without strong data practices, she argued, technology remains underutilised and often misaligned with business goals. She stressed that AI thrives on quality data, meaning organisations must invest deliberately in data literacy, cybersecurity, and robust digital workflows. Odunfa pointed out that technology adoption must be accompanied by a shift in organisational culture, where decision-making is increasingly guided by data rather than intuition.

Daniel Omerigwe added a practical industry perspective, pointing to the gaps that still hinder digital transformation across the sector. He highlighted the challenges of integrating multiple systems property management tools, point-of-sale platforms, reservation software, CRM systems and noted that many African hospitality enterprises operate in silos. Omerigwe argued for the development of interoperable platforms tailored to the local market, systems that would reduce inefficiencies, strengthen reporting accuracy, and allow businesses to offer more consistent service. He urged leaders to recognise that technology is only as powerful as the strategy behind it, and to invest in long-term digital roadmaps rather than quick fixes.

Ayoola further examined the implications of emerging AI solutions for customer experience design. He explained that AI is capable of transforming hospitality by enabling personalised recommendations, dynamic pricing, real-time guest engagement, and anticipatory service models. He cautioned, however, that Africa must not simply import AI systems without adapting them to its specific context. He encouraged hospitality leaders to invest in workforce upskilling to ensure that technology augments, rather than replaces, human service. For him, the future belongs to hybrid models where technology handles repetitive tasks while people deliver the warmth, creativity, and cultural nuance that define African hospitality.

Across the session, the panellists echoed a shared message: Africa's hospitality sector must evolve by embracing technology in a way that reflects the continent's realities and ambitions. Whether through AI-enabled personalisation, data-driven decision-making, system integration, or workforce capacity building, technology presents an opportunity for Africa to leapfrog legacy limitations and build service experiences that are globally competitive yet distinctly African. The conversation concluded with a reminder that technology should not replace the soul of hospitality, but rather strengthen it - enabling businesses to deliver efficiency without losing the warmth and cultural richness that set Africa apart.

SUMMIT QUIZ FOR ATTENDEES

How well do you know Africa?



As part of the summit, we hosted a light-hearted “Who Knows Africa Best?” quiz to test participants’ knowledge of the continent’s tourism and hospitality landscape.

Questions ranged from “Which continent has the fastest-growing tourism market?” to “What is the most visited country in Africa?” and even “What is the most common phrase heard in African restaurants?” It was a fun moment of learning, reflection, and healthy competition.

Congratulations to our winner, who received a complimentary copy of our service under pressure industry report on customer service and service delivery - using a Nigerian airline as a case study.



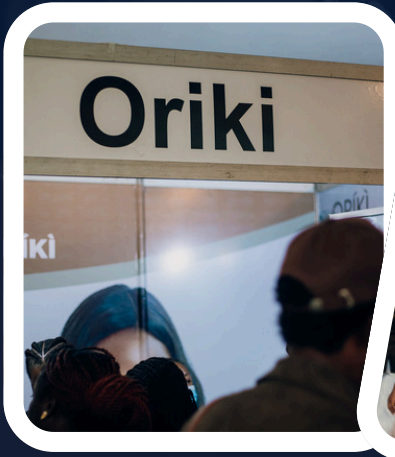
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EXHIBITION & NETWORKING

#AHS 2025#





Following the first panel, participants moved into a 30-minute exhibition and networking break, that highlighted the diversity and dynamism within Africa's hospitality value chain. Exhibitors included technology providers, hospitality service firms, culinary innovators, creative entrepreneurs, and partner organisations showcasing their products, services, and concepts, which created a lively space for interaction and discovery.

Our Exhibitors

- 21st Century Evolution Systems Ltd.
- Amber Hospitality Services
- Clean Max Industries Ltd.
- Colours in Africa Ltd.
- Easy Sauces Nigeria Ltd.
- Freddy Hirsch Nigeria Ltd.
- Just Food Ltd.,
- Oriki Group
- PODs Hospitality,
- So Fresh

The exhibition reinforced the summit's commitment to bridging knowledge, practice, and opportunity, ensuring that dialogue translated into meaningful connections and potential partnerships. By the time participants returned to the next session, the exhibition had already sparked new relationships and possibilities for collaboration across the sector.



Palmwine Conversations

Creativity as the New Currency in Hospitality



GUEST SPEAKER

Obi Asika

Director-General,
National Council for
Arts and Culture (NCAC)

MODERATOR

Dr. Belinda Nwosu

Academic Director,
LBS Hospitality Initiative.

The Palmwine Conversations segment brought a refreshing blend of culture, creative industry insight, and strategic reflection. In a relaxed yet intellectually engaging dialogue, Obi Asika explored the intersection of culture, creativity, and hospitality - arguing that hospitality is one of the most powerful conduits through which Africa tells its story to the world.

He spoke passionately about Africa's cultural capital, noting that its music, fashion, film, food, and festivals have already gained global visibility. According to him, hospitality should position itself as the platform that receives, packages, and elevates these cultural assets into economic opportunities.

Asika emphasised that Africa's competitive advantage lies not in replicating international models but in developing hospitality experiences deeply rooted in local identity. He described culture as "the new currency," arguing that guests today seek authenticity, narrative depth, and cultural immersion rather than generic, template-based hospitality.



He illustrated how countries that have successfully built tourism powerhouses—such as Jamaica, Mexico, and Morocco did so by amplifying their cultural signatures in music, food, design, and storytelling. Africa, he noted, possesses even richer cultural textures that can be translated into world-class hospitality experiences.

Throughout the conversation, Dr Nwosu steered the discussion toward talent development and ecosystem building. Together, they reflected on the need for cross-sector collaboration between hospitality, creative industries, and tourism boards, highlighting the importance of intentional design in everything from menus to architecture.

Obi called on African hospitality leaders to embrace boldness and experimentation - to design experiences that are unapologetically African but globally refined. His remarks resonated deeply with the audience, offering a creative and inspirational blueprint for a future where Africa leads with its heritage rather than muting it.

Panel Session II

Beyond The Now: Designing The New Era of Hospitality



MODERATOR

Ifeanyi Asiodu

Senior Advisory Consultant,
Ankara and Luster Hotel
Development and Advisory.

SPEAKERS

Kofi Abunu

MD / CEO,
Food Concepts PLC

Moyo Ogunseinde

Executive Director,
Uruga Real Estate

Uzoamaka Oshogwe

MD / CEO,
Transcorp Hotels PLC

The second panel session assembled four influential leaders shaping the future of hospitality, each representing a distinct segment of the industry's expanding horizon. The panel featured Kofi Abunu, MD/CEO of Food Concepts Ltd.; Uzoamaka Oshogwe, MD/CEO of Transcorp Hotels Plc; Moyo Ogunseinde, MD of Uruga Real Estate; and Ifeanyi Asiodu, Senior Advisory Consultant at Ankara and Luster. Their discussion traced the major forces transforming African hospitality, particularly the convergence of real estate, food and beverage innovation, creative design, guest expectations, and experiential strategy.

Kofi Abunu began by examining the evolution of food businesses as central anchors in the hospitality ecosystem. He noted that African consumers are increasingly discerning, placing a premium value on consistency, speed, and experiential dining. According to him, the hospitality industry must evolve beyond product-based models and instead adopt holistic experience frameworks that address ambience, digital convenience, and emotional resonance. He explained that food concepts will continue to diversify as consumer lifestyles shift, and businesses that survive will be those able to balance quality, affordability, and innovation.

Uzoamaka Oshogwe brought the perspective of large-scale hospitality operations, drawing from Transcorp Hotels' transformations over the last decade. She emphasised operational resilience, technology adoption, and service excellence as non-negotiable factors in building world-class African hospitality brands. She also emphasised the need for substantial investment in infrastructure, staff training, and leadership development, stressing that the next era of hospitality requires leaders who can balance strategic foresight with agile execution. For Oshogwe, the demand for multi-function, hybrid hospitality spaces, from conferencing to entertainment, wellness, and lifestyle, will redefine hotel operations in the coming years.

From a real estate and design perspective, Moyo Ogunseinde emphasised that hospitality must be approached as an ecosystem of experiences, not merely as structures. She argued that the continent has an opportunity to integrate African aesthetics, local materials, and sustainable design principles into its hospitality architecture. Ogunseinde encouraged developers to approach projects with long-term intentionality, designing for community impact, environmental resilience, and cultural expression. She noted that Africa's built environment should reflect its identity, creativity, and future aspirations rather than mirror foreign templates.

Ifeanyi Asiodu added a strategic advisory perspective, emphasising the importance of financial planning, market research, and feasibility assessments in designing hospitality projects that endure. He stressed that the next era of African hospitality demands a balance between creativity and commercial viability. According to him, the industry must embrace data-driven insights to understand market segments, anticipate consumer trends, and create differentiated offerings. Asiodu also emphasised the role of strategic partnerships, including collaborations with governments, technology companies, creatives, and educational institutions, in expanding the sector's capacity and competitiveness.

The session ended with a shared conclusion: the future of African hospitality lies at the intersection of culture, design, technology, and strategic investment. The panellists agreed that Africa's youthful population, cultural dynamism, and growing urban centres present a unique opportunity to create hospitality models that are bold, distinctive, and globally competitive.

SPECIAL PERFORMANCES AND CULTURAL INTERLUDES



The summit featured three musical performances that added short moments of reflection and cultural expression to the event.

The first was a saxophone performance, where the musician, Benaiah Abadi played “I Look to You” and “Joy Is Coming.” The calm and familiar melodies created a gentle transition between sessions.

The next special performance was a choir rendition by The Apex Choir - who presented a diverse selection of songs, including “Ndikhokhele Bawo,” “Baba Yetu,” “Oye,” “Let the Celestial Concerts All Unite,” and “Alleluia Chimle.”

Their performance brought a collective and uplifting energy to the room.

The final interlude was a second saxophone performance, featuring the upbeat song “All Night Long,” which provided a light and engaging close to the day’s activities.



Closing Remarks

Sponsor Acknowledgment and Closing Reflections



The final segment of the summit was led by Dr Belinda Nwosu, who returned to the stage to deliver sponsor acknowledgements and offer closing reflections that tied together the rich conversations of the day.

21st Century Evolution Systems Limited, Amber Hospitality Limited, Freddy Hirsch Nigeria, Just Food Ltd. and PODs Hospitality

were acknowledged for their support of the summit and contribution to Africa's Hospitality Sector.





Dr. Nwosu's closing remarks provided a thoughtful synthesis of the summit's themes and underscored the urgent responsibility shared by all stakeholders to chart a forward-looking path for Africa's hospitality sector.

She began by expressing profound appreciation to the summit's sponsors and partners, whose contributions made the event possible. She highlighted the importance of industry collaboration, noting that the growth of Africa's hospitality sector requires sustained partnerships across business, government, academia, and technology. She acknowledged each sponsor not merely as a financial contributor but as a collaborator working toward a shared vision of a more professional, innovative, and culturally expressive hospitality sector.

She emphasised three recurring themes that emerged from the keynote addresses, panel sessions, and creative conversations.

The first was intentionality - a call for industry players to move away from reactive and fragmented approaches and move towards the deliberate design of hospitality experiences that reflect both global excellence and local identity.

The second theme was integration, a reminder that hospitality no longer stands alone but intersects with technology, real estate, tourism, culture, entertainment, and the creative economy. She urged stakeholders to embrace these intersections rather than operate in silos.

The third theme was capacity, the recognition that Africa must invest in its people. Whether through education, mentorship, or professional development, the continent must nurture talent capable of driving world-class operations and innovation.

Dr Nwosu concluded by reiterating that Africa's hospitality future cannot be shaped by imitation but by imagination. She encouraged participants to build enterprises and experiences that are boldly African, deeply rooted in culture, elevated through excellence, and strengthened by technology.

Her closing charged the audience with a sense of stewardship: the responsibility to lead with creativity, discipline, and vision so that Africa's hospitality sector can take its rightful place on the global stage.

In Conclusion



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We continue to build - the ideas and connections formed here today will make an impact long after this event

Dr. Belinda Nwosu

Academic Director, LBS Hospitality Initiative
Faculty, Lagos Business School

Thank You For Coming

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AFRICA HOSPITALITY SUMMIT 2025

THEME
Reimagining the Future of
Hospitality in Africa
Experience, Technology, Business

Keynote Speaker
Mossadeck Bally
President / Chairman
Africa United Group

Speakers
Olmi Asika
CEO, The Hubtel
Country Lead, Africa Region

Speakers
Uzoamaka Oshogbo
CEO, The Hubtel
Country Lead, Africa Region

Speakers
Kofi Abuny
CEO, The Hubtel
Country Lead, Africa Region

Speakers
Maya Ogunrinde
CEO, The Hubtel
Country Lead, Africa Region

Speakers
Blinda Nwosu
CEO, The Hubtel
Country Lead, Africa Region

Speakers
Agbolaji Ajinwa
CEO, The Hubtel
Country Lead, Africa Region

Speakers
Adedoyin Odunfa
CEO, The Hubtel
Country Lead, Africa Region

Speakers
Ifeanyi Anioke
CEO, The Hubtel
Country Lead, Africa Region

Speakers
Daniel Omerigies
CEO, The Hubtel
Country Lead, Africa Region

Speakers
Niam Nwaka
CEO, The Hubtel
Country Lead, Africa Region

Keynote Speaker
Paul Onwuanike
CEO, Landmark Group

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LBS Hospitality Initiative appreciates all who contributed to making this inaugural summit a success and we look forward to your continued partnership in shaping the future of hospitality in Africa.

Thank You To All Our Sponsors

Your support has been instrumental in making this summit possible. We are truly grateful.





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AFRICA HOSPITALITY SUMMIT 2025 PHOTO SPLASH

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[Access The Gallery.](#)



2026 Programmes & Events



As we look ahead, our 2026 programme lineup is available for you. If you would like to see the programmes we have coming up, explore the events you can attend, or learn how you can partner with us next year, you can download the 2026 brochure by clicking the button below.

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We are also actively seeking sponsors to support some of our key projects for 2026. If you are interested in becoming a sponsor, we would be delighted to explore potential collaboration with you. Please click the button below to inquire about sponsorship opportunities.

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