



LAGOS
BUSINESS
SCHOOL
PAN-ATLANTIC UNIVERSITY



LBS HOSPITALITY
INITIATIVE

LBS Hospitality Initiative 2026





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ABOUT LBS HOSPITALITY INITIATIVE

The LBS Hospitality Initiative, an initiative of Lagos Business School, is a platform for developing and growing the hospitality industry in Nigeria and across Africa.

We provide both private and public sector stakeholders with access to Advisory Services, Industry Engagement Initiatives, Capacity Building Programmes, and Cutting-Edge Research that strengthen the industry and drive sustainable growth.

Rooted in Africa's unique context, we draw on local stories, insights, and experiences to create resources and solutions that reflect the realities of the continent's hospitality ecosystem. Since our inception, we have positioned ourselves as a hub for collaboration and progress, offering tailored solutions to address industry challenges while unlocking opportunities for development.

Guided by our vision to develop responsible leaders who drive the growth of Africa's hospitality industry, we walk alongside businesses and individuals, offering practical support, empowering leaders, and fostering meaningful progress in individuals, individual businesses and across the sector.

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PROGRAMMES

Workshop for Food and Beverage Managers

Overview

Building sales is the lifeblood of any company and to remain in business, we need to consistently generate more sales. At the same time we need to ensure that we remain a profitable business through effective management of our resources and translation of increased sales into additional profit.

This two-day workshop is designed to help learners look at alternative ways of analysing restaurant sales and profit performance in order to be able to develop restaurant specific plans to improve restaurant sales & / or improve Profitability.

Learning Objectives and Benefits

- Understand the link between operational excellence and profitability.
- Learn to analyse restaurant data to identify opportunities for sales and profit improvement.
- Develop actionable plans using benchmarking and local market insights.
- Gain tools to track and monitor key performance indicators for sustained growth.
- Enhance decision-making in planning and evaluating marketing activities for maximum ROI.

Who Should Attend

- **Multi-Unit Managers:** Responsible for overseeing multiple locations and ensuring the consistency of operations, quality, and customer service across various branches.
- **Staff Managers:** Individuals managing day-to-day staff operations and workforce efficiency, playing a crucial role in maintaining service standards.
- **QSR Support Staff in Senior Management Roles:** This includes senior-level roles that provide operational and strategic support, such as Operations Directors, HR Managers, Area Supervisors, and Supply Chain Managers.

Structure and Curriculum

- Foundations of operational Excellence
- Data Analysis and Benchmarking
- Sales and Profit Drivers
- Local Restaurant Marketing (LRM)
- Trading Area Insights
- Collaborative discussions to develop actionable sales-building strategies.



Mode of Delivery
In Person



Date
Run 1: Feb. 25th & 26th, 2026
Run 2: Sept. 22nd & 23, 2026



Fee
485,000



Location
TBC

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Leading Transformation in Hospitality and Tourism

Overview

The tourism and hospitality sector is evolving rapidly, shaped by shifting consumer behavior, emerging technologies, and new patterns of investment. Leading Transformation in Tourism and Hospitality is designed to equip industry leaders, investors, and operators with the strategic insight and leadership capacity required to navigate this changing landscape.

Through this programme, participants will explore innovation-driven business models, emerging market trends, and the evolving investment climate in Nigeria's tourism and hospitality sector. They will also strengthen the managerial and strategic leadership skills necessary to drive growth, manage risk, and build resilient organisations in an increasingly competitive environment.

The hospitality and tourism sector is evolving rapidly, driven by innovation, shifting consumer behaviors, and data-driven decision-making. To thrive in this environment, leaders and investors must combine strategic insight with operational intelligence - balancing creativity with sound business judgment.

This programme brings together key themes of innovation, investment, leadership, and analytics to equip participants with the tools to navigate the changing landscape of hospitality and tourism management. Through expert-led sessions, case discussions, and collaborative exercises, participants will explore emerging opportunities in the sector, understand the drivers of sustainable business growth, and strengthen their capacity to lead organisations and projects that create long-term value.

Learning objectives and benefits

- Understand current and emerging trends shaping the hospitality and tourism ecosystem, both locally and globally.
- Identify viable investment and diversification opportunities within the sector, supported by data-driven insights.
- Apply strategic thinking to improve organisational agility and innovation capacity.
- Strengthen leadership and managerial competencies for effective team and business performance.
- Integrate analytics and market intelligence into strategic and operational decision-making.
- Evaluate risk, financing options, and environmental dynamics to make informed business and investment decisions.

Who Should Attend?

- Managers in the hospitality and tourism industry seeking to expand their strategic and leadership capabilities.
- Entrepreneurs, investors, and developers exploring opportunities in the hospitality and tourism sector.
- Policy leaders and government officials involved in tourism planning and sector development.
- Professionals from allied industries interested in understanding market dynamics and investment potential.

Programme Format

A blend of faculty-led discussions, real-world case analyses, and collaborative team projects designed to help participants apply insights to their specific business or organisational contexts.

Structure and Curriculum

- Understanding the Hospitality & Tourism Ecosystem
- Investment Opportunities in Hospitality & Tourism
- Leadership and Personal Effectiveness
- Financing Hospitality and Tourism Projects
- Data Analytics for Decision Making



Hybrid



LBS Campus and Live Online



June 29 - July 3, 2026



1,500,000 (Excluding Tax)

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Hotel Investors Masterclass

Overview

Africa's diverse and rapidly developing markets offer significant potential for hotel investments, but they also require specialised knowledge and nuanced approaches to maximise returns and minimise risks.

First-time hotel investors in the region often lack access to the essential knowledge, expert advice and reliable guidance needed to manage the complexities of hotel development.

This gap has led to widespread challenges, including an increase in stalled hotel projects across the continent, which represent wasted resources and missed opportunities.

The lack of structured support and insights has significantly affected hotel development completion rates, particularly in West Africa, limiting the growth and potential of the hospitality industry in this region.

Learning Objectives and Benefits

- This programme is designed to guide hotel investors and developers through the key phases of planning, asset management, and investment analysis in hotel development.
- Participants will gain a deep understanding of feasibility analysis, development planning, financial forecasting, asset management strategies, and investment valuation specific to the African hotel industry.
- By the end of this programme, participants will be equipped with practical tools and knowledge to effectively:
- Conduct feasibility analyses, macro and micro site assessments, and SWOT analyses to determine the viability of hotel developments.



- Create a comprehensive project plan, including space planning, development briefs, and facility recommendations tailored to market needs.
- Evaluate the financial viability and forecast finances of hotel projects with a clear understanding of capital raising for hotel developments.
- Understand the importance of hotel asset management in optimising investment returns and achieving long-term profitability.
- Develop a toolkit to assess hotel initiatives, evaluate performance metrics, and align hotel operations with investor goals.
- Identify and apply key terms and methods in hotel investment valuations, including understanding debt and equity structures.

Who Should Attend?

- Hotel Investors
- Hotel Developers
- Hotel Owners
- Investment Advisors with a focus on African markets.

Structure and Curriculum

- The programme is designed as fully asynchronous, self-paced and online, allowing participants to access content at their own pace, with a modular structure for flexible learning.



Self-Paced Online



Starts July, 2026



2,400,000 (Excluding Tax)

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Business Franchising Programme

Overview:

This programme provides a unique opportunity for industry executives to learn more about the franchise ecosystem, in order to drive growth within the Nigerian franchising landscape. It will deliver practical insights and strategies to improve franchise operations, support scaling Nigerian brands, and provide a pathway for global expansion.

The programme also aims to bridge knowledge gaps, address funding challenges, and enhance system development for sustainable franchise growth.

Learning Objectives and Benefits

- Gain a comprehensive understanding of the franchising ecosystem.
- Equip participants with foundational knowledge of franchise operations, agreements, and system structures.
- Highlight best practices and showcase successful franchise models.
- Address the challenges and opportunities of globalizing Nigerian franchise brands.
- Build valuable networks with franchisors, franchisees, and service providers.

Who Should Attend

- Companies looking to franchise their business and attract potential franchisees
- Entrepreneurs or business owners eager to scale their businesses through franchising
- Financial institutions or investors searching for lucrative franchise opportunities to expand their portfolio
- Legal professionals specialising in franchise law

Structure and Curriculum

- The Franchising Landscape
- Choosing the right franchise
- Understanding the Business Environment
- Setting up and Management of a franchise business
- Financing and Funding a Franchise
- Exiting and valuation of a franchise



Mode of Delivery: Hybrid



Date: TBC



Fee: TBC

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Executive Programme In Hospitality

Overview:

The hospitality sector is one of the most dynamic and interconnected industries, shaping customer experiences while driving economic growth across tourism, real estate, food and beverage, and travel. Yet, many executives and asset owners often lack a holistic understanding of how the sector works and how its diverse sub-sectors interconnect to create value.

This programme provides an opportunity for executives, aspiring leaders, and property owners to deepen their knowledge of the hospitality ecosystem and sharpen their ability to lead strategically within it. Participants will gain an entry-level yet comprehensive backdrop of the sector, strengthening their business knowledge while learning how innovation, leadership, and data-driven insights can transform organisations.

Some critical knowledge areas include:

- The Hospitality Ecosystem & Business Foundations
- Investment Opportunities and Insights
- Data Transformation, Analytics & Artificial Intelligence
- Customer Experience as Strategy Innovation, Agility & Disruption

By the end of this programme, participants will be equipped with the tools and perspectives needed to lead effectively, make informed strategic decisions, and unlock new opportunities for growth in hospitality.

Target Audience:

- **Hospitality Executives & Senior Managers:** Individuals leading hotels, resorts, restaurants, travel, and tourism enterprises seeking to refine their strategic and leadership skills.
- **Professionals preparing to transition into senior executive roles,** requiring advanced exposure to strategy, revenue management, and data-driven decision-making.
- **Entrepreneurs and Business Owners** – owners of hospitality or service-oriented enterprises who want to innovate, scale, and sustain growth in a competitive environment.
- **Corporate Leaders from Related Sectors** – executives in airlines, event management, leisure, and lifestyle industries who interact with or support hospitality operations.
- **Government & Policy Leaders in Tourism and Hospitality** – individuals involved in shaping the industry's regulatory, tourism, and economic frameworks.
- **Consultants & Advisors** – professionals working with hospitality firms who need a deep, executive-level understanding of industry strategy and transformation.



Programme Objectives

The Executive Hospitality Leadership Programme is designed to provide executives with a holistic understanding of the hospitality sector and its many interconnected sub-sectors. Specifically, it will:

- Cover hospitality and its interconnected sub-sectors.
- Strengthen core leadership and strategic decision-making skills within the hospitality context.
- Equip leaders to use insights that directly influence profitability.
- Build capacity to anticipate disruptions and evolving customer demands.
- Develop skills to drive transformation and sustainable organisational growth.
- Expose participants to international trends and best practices while adapting them to local markets for competitive advantage.

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Programme Outcomes:

By the end of the programme, participants will be able to:

- Gain a holistic view of how the sector and its sub-sectors interconnect to create value.
- Leverage analytics for integrated strategies to improve performance.
- Cultivate authentic leadership that inspires collaboration, innovation, and organisational transformation.
- Build the foresight to navigate disruptions and position organisations for long-term growth.

Programme Structure

 **Three months**

 **Fifteen days over three months**

 **Hybrid**

 **LBS Campus and Live-online**

 **May - July, 2026**

 **3,650,000 (Excluding Tax)**

- **Module 1: 11-15 May 2026**
- **Module 2: 15-19 June 2026**
- **Module 3: 13-15 July 2026**

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Custom Programmes

We curate high-level executive capacity building programmes tailored specifically to your company needs. Our approach focuses on developing a curriculum that addresses your unique organisational needs and industry characteristics.

Our custom executive programmes are crafted to meet the unique needs of your organisation, wherever you are. Whether you are looking to host your programme at a local resort, an African destination, or even internationally, we curate high-level programmes that go beyond our LBS facility. From designing the curriculum to delivering the experience, we bring the expertise to you, ensuring a world-class learning environment that fits your strategic goals.

For more information, please reach out to us. You can send an email or complete the form below, and we will get back to you

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Research

The LBS Hospitality Initiative is committed to advancing knowledge within the hospitality and tourism sector through high-quality research and industry-driven insights. Our goal is to build a comprehensive research bank that captures the evolving realities, opportunities, and challenges shaping the industry across Africa.

Our research outputs span a variety of formats, including case studies, white papers, market and industry reports, technical notes and so on, each developed to provide practical insights that inform policy, investment, management practice and guide informed decision-making. These resources serve as valuable references for leaders, investors, policymakers, and educators seeking to deepen their understanding of the sector and all aimed at generating insights.

We welcome collaboration with organisations, professionals, and investors who share our commitment to knowledge development. Whether through data sharing, research sponsorship, or commissioning tailored studies, your partnership helps strengthen the body of evidence that supports sustainable growth in the sector.

If you would like to collaborate on or sponsor a research project, or commission a study specific to your organisation's needs, please reach out - we would be delighted to work with you.



Events

Forum For Executives in Hospitality

This Forum is an annual gathering of leaders, innovators, and decision-makers in the hospitality and tourism sector. It serves as a platform for strategic dialogue, knowledge exchange, and collective reflection on the issues shaping the future of the industry.

As the sector continues to evolve, driven by shifts in consumer behavior, technology, sustainability priorities, and market dynamics, the Forum provides a space for executives to connect, share experiences, and generate actionable insights. Through thought-provoking discussions, case presentations, and collaborative sessions, participants explore opportunities for innovation, partnership, and long-term growth.

Beyond dialogue, the Forum seeks to strengthen leadership networks and foster collaboration among industry stakeholders across private, public, and development sectors. It is a space to challenge ideas, rethink strategies, and shape a shared vision for advancing hospitality and tourism in Africa and beyond.

 **August 25, 2026**



 **In Person**

Hospitality and Tourism Summit

While the specific theme and detailed agenda will be communicated in the coming weeks, attendees can expect robust discussions, engaging panels, and networking opportunities designed to foster partnerships and solutions for a thriving African hospitality and tourism landscape.

 **November 21, 2026**

Contact Details:

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Custom Collaborations

At LBS Hospitality Initiative, we understand the diverse needs and priorities of stakeholders across the hospitality and tourism industry. In addition to our planned programmes, events, and research offerings, we also provide opportunities for tailored collaborations to align with your unique goals.

Whether you're interested in:

- Supporting a specific type of research report that addresses key challenges or opportunities in the industry,

- Advisory services to solve business problems,
- Partnering on a customised event designed to engage a target audience,
- Co-curating a capacity-building programme for a specific target audience or,
- Enlisting us to deliver a customised capacity-building programme for your company or team members,

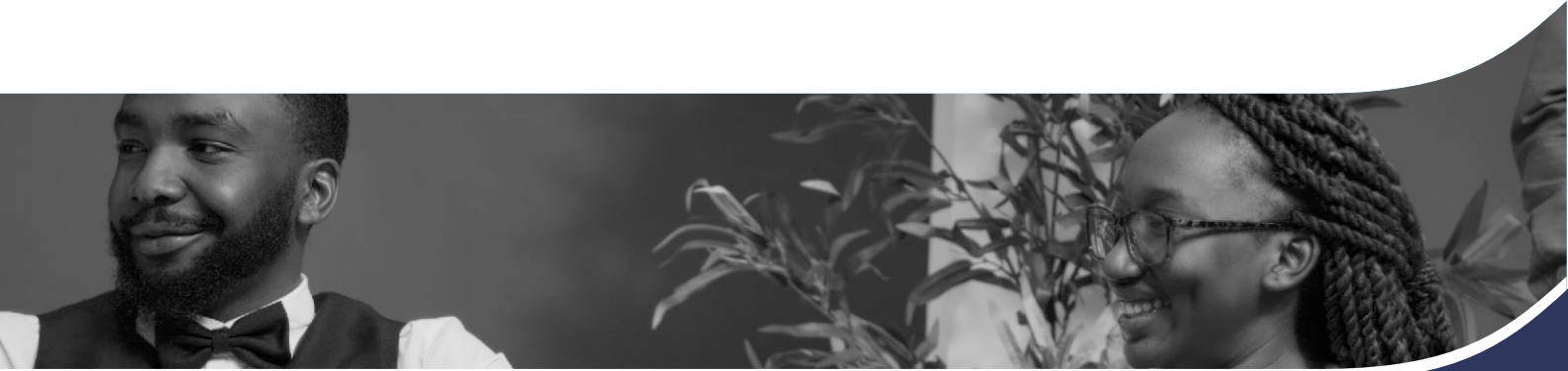
We are open to exploring these possibilities with you.

SCAN HERE



to reach out to us for more information

Lagos Business School is ranked #2 in Africa and #40 worldwide
in Executive Education. Financial Times London (2024)



Contact us:

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