



LAGOS
BUSINESS
SCHOOL

PAN-ATLANTIC UNIVERSITY



LBS HOSPITALITY
INITIATIVE

LBS Hospitality Initiative 2026





The LBS Hospitality Initiative is a platform for developing and growing the hospitality industry in Nigeria and Africa.

We provide the private and public sectors access to Advisory Services, Industry Engagement Initiatives, Capacity Building Programmes and Cutting Edge Research.

PROGRAMMES

Developing Leaders In Tourism and Hospitality

Overview

There is a clear gap in the quality of leadership competencies found in Nigeria's hospitality and tourism industry and, to a great extent, the rest of Sub-Saharan Africa. The industry's historical trajectory has prioritised operational skills, often at the expense of structured leadership development. As a result, many professionals rise through the ranks with

strong technical capabilities but limited exposure to the leadership, people management, and strategic thinking skills required to lead effectively.

Building leadership competencies for the middle management cadre is the primary aim of this 2-day programme. We want to build a pool of new leaders who will transform the hospitality industry on the continent and beyond by exposing middle managers to leadership thinking. It will equip emerging leaders with the mindsets, frameworks, and practical tools required to lead teams, manage workforce complexities, and drive service excellence in a challenging and evolving operating environment.

Objectives

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

- ➔ To understand the structure and dynamics of the hospitality workforce
- ➔ To transition from operational thinking → leadership thinking
- ➔ To apply practical people management strategies in high-turnover environments
- ➔ To address ethical challenges and workplace behaviors
- ➔ To structure teams and processes to improve performance and accountability

Key Areas Covered:

- Understanding the hospitality service environment
 - Workforce dynamics and performance challenges
 - Managing teams in high-turnover settings
 - Building consistency and accountability
 - Strengthening service delivery through leadership
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- Explore structured approaches to supervision, accountability, and team coordination
 - Understand the role of leadership in shaping service culture
 - Make more deliberate and informed management decisions

Participants will leave with:

- A clear leadership framework and personal action plan for improving leadership effectiveness
- Practical tools for better people management
- A practical approach to building service-driven teams

Outcomes

Participants will:

- Develop a clearer understanding of the hospitality workforce and its constraints
- Learn how to manage performance in operationally demanding environments



Who Should Attend

- Business owners directly managing operational teams
- Managers and supervisors directly responsible for service operations and team performance
- Mid-level managers responsible for team oversight
- Individuals preparing for leadership roles



In Person and Virtual



June 16th - 17th 2026



₦725,000



LBS Campus and Live online



Email: hospitalityinitiative@lbs.edu.ng

Phone Number: 0707 733 4372

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Franchise Management & Ownership 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

Who Should Attend?

- 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



In Person and Virtual



September 2 - 4, 2026



LBS Campus and Live online



₦550,000

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Driving Profitability In Food Operations

Overview:

This programme is designed to help food business managers improve profitability by focusing on the key drivers of sales performance, cost control, and operational discipline.

Across two days, participants will build a clear understanding of how revenue is generated, how margins are protected, and how daily decisions impact overall business performance. The programme combines practical analysis, structured tools, and action planning to enable managers to improve menu performance, stabilise sales, control costs, and sustain results over time.

Participants will work with real operational scenarios to develop targeted actions that can be applied immediately within their own business.

Learning Objectives and Benefits

This programme focuses on helping participants to:

- Build commercial awareness of how sales, costs, and operations drive profitability
- Improve revenue performance and consistency through stronger menu, pricing, and sales mix decisions
- Strengthen cost control and operational discipline to protect margins and reduce waste
- Develop practical action plans and use performance data to sustain results

Programme Outcomes

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

- Adopt stronger control of key profit drivers in their operations
- Apply strategies for consistent sales and better cost control
- Articulate clear action plans with measurable performance improvements

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.



In Person and Virtual



₦485,000



TBC



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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.

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 and we will get back to you.

GET IN TOUCH



Workshops

Hospitality Solutions HuB

Sharpening How Hospitality Leaders Think and Solve

Overview:

The hospitality industry faces a wide range of challenges, both internal and external. While some are beyond our control, many sit firmly within the influence of business owners and operators. The real opportunity lies in how we interrogate these challenges. Are we asking the right questions about the issues within our control? This one-day workshop is designed to offer fresh perspectives as we explore common operational challenges through the lens of frameworks and industry insights, helping you uncover what to look for, what to question, and where to focus.

Target Audience

Senior leaders across hospitality and tourism businesses

Learning Approach:

- Case-based discussions (real hospitality scenarios)
- Guided frameworks (simple, practical, reusable)
- Peer exchange (learning from other operators)
- Immediate application (working on their own business challenges)

Through real hospitality cases, simple frameworks, peer exchange, and immediate application, participants will develop sharper questions, clearer focus, and practical insights they can apply directly to their own businesses.

Outcomes

By the end of this workshop, participants will be able to:

- Develop a solutions-oriented mindset
- Draw on shared experiences for deeper insights
- Adopt mechanisms to effectively address business challenges

Structure

 **In Person**

 **July 15, 2026**

 **₦365,000**

 **LBS Campus**

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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

Webinar I

Theme: Rethinking How Hospitality Leaders Address Business Challenges

Overview:

This webinar enables participants to step back and gain clearer perspectives on their businesses within the hospitality industry. It highlights the current realities shaping performance and introduces a leadership lens focused on areas within their influence. It also sets the foundation for more resourceful and effective approaches to tackling business challenges.

Target Audience

Senior leaders across hospitality and tourism businesses

Key Discussion Areas

- Gaining a clearer view of the current hospitality landscape
- Adopting a more deliberate approach to leadership
- Refocusing attention on what you can influence



11:00am - 12:30pm



April 29, 2026

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Webinar II

Theme:

Digital Transformation in the Food Business Sector

Driving Smarter and More Responsive Business Performance

Background and Rationale:

Profitability is driven by operational discipline, data insights, and a holistic systems approach. Digital tools have made these areas more manageable. However, adoption across many food businesses remains nonexistent, underutilised or poorly integrated. This webinar is designed to bridge the digital divide between today's operational realities and the digital capabilities required to drive smarter, more responsive business performance.

Objective of the Webinar:

The webinar is designed to help operators understand why digital adoption is essential for improving efficiency, staying competitive, and responding to changing market demands.

Webinar Outcomes:

At the end of this webinar, participants will be able to:

- Recognise the need for digital transformation
- Identify practical starting points
- Shift mindset toward digital adoption



11:00am - 12:30pm



May 21, 2026



LBS Campus and Live online



In Person and Virtual

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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.

Theme:

Leading With Commercial Intelligence in Food Businesses

Background:

Food businesses today operate in an increasingly complex commercial environment. Rising input costs, supply chain disruptions, shifting consumer preferences, and intensifying competition are forcing hospitality leaders to rethink how decisions are made across both strategic and day-to-day operations.

In this context, success is no longer driven solely by culinary excellence or brand appeal. It increasingly depends on commercial intelligence, the ability of leaders to understand market dynamics, interpret data, optimise pricing and cost structures, and make informed decisions that protect margins while sustaining customer experience.

This executive forum brings together senior leaders across the food business ecosystem to examine the key drivers of profitability, explore how commercial thinking is embedded in operational decision-making, and interrogate the role of digital tools and data in improving performance. Through peer exchange and collaborative discussion, the forum aims to generate practical insights for navigating today's commercial pressures.

Objectives

The objectives of the executive forum aim to:

- Embed commercial thinking in operational decision-making
- Leverage data and digital tools to strengthen performance
- Understand the drivers of profitability in a changing market
- Exchange practical insights for navigating commercial pressures

 **In Person and Virtual**

 **July 14, 2026**

 **LBS Campus and Live online**



Africa Hospitality Summit 2026

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.

We invite organisations who share our vision to partner with us as sponsors, supporting the delivery of this event and contributing to its overall impact and success.

 **November 21, 2026**

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and Live online**

Get in Touch



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**Call for
Sponsorship**





Custom Collaborations

At the LBS Hospitality Initiative, we recognise that stakeholders across the hospitality and tourism industry have different priorities and objectives. Beyond our planned programmes, events, and research, we also work closely with partners on tailored collaborations designed to align with specific goals.

Whether you're interested in:

- Support or commission a research report focused on key industry challenges or opportunities
- Sponsor or partner on knowledge-sharing forums, roundtables, conferences, and other industry engagements.

- Co-create capacity-building programmes for specific stakeholder groups
- Engage us to deliver customised capacity-building programmes for organisations or teams
- Commission, support, or sponsor research outputs addressing priority issues or emerging opportunities within the industry.

We are open to exploring these possibilities and shaping an approach that works for you. **Get in touch** to start the conversation and learn more about how we can collaborate.

GET IN TOUCH

Contact Details

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in Executive Education. Financial Times London (2024)



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