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LBS HOSPITALITY  
INITIATIVE

# HOSPITALITY RETAIL SUMMIT

COMMUNIQUE

2024

LBS HOSPITALITY  
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# Highlights from the Hospitality Retail Summit

The Hospitality Retail Summit hosted by Africa Retail Academy, Lagos Business School (LBS), held on June 5, 2024. It was a premier event exploring the critical role of standardisation in enhancing customer experiences in Nigeria's hospitality sector. Convened by Dr. Belinda Nwosu, the Summit attracted 22 distinguished speakers and numerous industry stakeholders. The theme sought to underscore the importance of standardisation in achieving operational efficiency, ensuring consistent quality, and maintaining brand integrity within the hospitality industry.

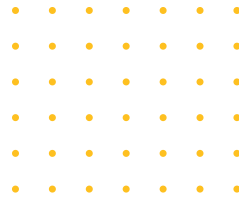
## Summary of Proceedings



The Summit opened with a brief introduction and welcome by the Summit Anchor, Duntan West, Founder / CEO of WonderWorks and Refreshed Healthy Living.

Welcome Address

## **Professor Uchenna Uzo,** Academic Director, Africa Retail Academy; Faculty Director, LBS



### **Standardisation is not possible without the people - Uchenna Uzo**

If you have wrong people, if you have demotivated people, if you have people who don't have a service orientation – No matter what standards or what manuals you have, standardisation will fail.

Uzo warmly greeted all participants and highlighted the importance of hard work in the hospitality industry. He pointed out that by 2027, Nigeria's hospitality sector is expected to contribute significantly to the GDP, with a projected annual growth rate of 9%. Emphasising current trends, he noted a rising preference among Nigerians for local brands and the quest for higher standards within the sector. Uzo stressed the need to adopt a retail mindset in hospitality, focusing on direct customer service that prioritises people. He underscored that customer care is necessary if any efforts towards standardisation are to have a meaningful impact. He challenged industry professionals to maintain a people-centric approach and integrate retail principles to foster growth and competitiveness in Nigeria's dynamic hospitality market.

Opening Remarks

## Professor Christopher Ogbechie, Dean, Lagos Business School

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**Prioritize people  
and refine processes.  
- Chris Ogbechie**

Standardisation enables scalability and consistency in service offerings, crucial for achieving excellence in customer service and competitive advantage.

Ogbechie delivered the opening remarks at the Hospitality Retail Summit, pointing out the critical role of standardisation in the hospitality sector. He welcomed industry leaders and stakeholders, highlighting the Summit's focus on fostering discussions and insights to shape the future of hospitality in Nigeria. Ogbechie underscored that standardisation enables scalability and consistency in service offerings, crucial for achieving excellence in customer service and competitive advantage. He emphasised the synergy between hospitality and retail, stressing the importance of prioritising people, refining processes, and delivering high-quality, efficient services to meet the evolving demands of the sector.

Keynote

## **Calvin Stovall,** Chief Experience Officer, ICONIC Presentations



Stovall delivered a compelling keynote on "Creating ICONIC Customer Service Experiences," emphasising the critical role of exceptional customer service in business success. Stovall highlighted Peter Drucker's quote that defines the purpose of business as creating and retaining customers, stressing that all aspects of an organisation must align to achieve this goal effectively. His ICONIC framework emphasises the importance of being Unique, Authentic, Passionate, and Consistent in customer interactions. He argued that differentiation through exceptional experiences is vital in a competitive landscape where companies like Disney, Amazon, and Starbucks lead by prioritising customer satisfaction. Stovall also addressed the evolving expectations of customers and the growing demand for convenience, personalisation, and seamless service experiences. He cited statistics showing that satisfied customers are more likely to repeat purchases and recommend a business to others. Beyond a customer focus, Stovall spoke of the pivotal role that engaged and empowered employees bring in delivering exceptional service, quoting Simon Sinek's insight that customers will only love a company once its employees do. He advocated for a strong organisational culture where core values are lived and celebrated and leadership consistently supports and empowers employees to uphold high standards of service excellence.



Fireside Chat

**Dr Belinda Nwosu (Host),**  
Academic Director, LBS Hospitality  
Initiative; Faculty, LBS.  
**Stella Fubara (Guest),** MD Delyork  
Development Company



Fubara shared insights about Destination Dubai and how the city has worked to achieve a high level of standardisation in hospitality. She highlighted Dubai's strategic response to shifting market dynamics, mainly after Nigerians' spending declined, requiring a refined approach to customer engagement and service standardisation. Dubai's rigorous standards enforcement through daily inspections and penalties for non-compliance contrasts with Nigeria's, which needs better governance and educational support to elevate its hospitality sector. Fubara spoke of the pivotal role of hospitality in Nigeria's economy, emphasising that every individual and business is essentially in the hospitality business. She advocated for a culturally relevant approach to hospitality standards in Nigeria, stressing the importance of unique customer experiences and personalised service offerings to drive business growth and customer loyalty in the competitive market landscape.

Keynote

## **Kwadwo (Kojo) Brifo,** Country MD Freddy Hirsch Nigeria.



Brifo delivered a keynote address on optimising strategies for Nigeria's Quick Service Restaurants (QSRs). He highlighted Freddy Hirsch's role in providing customisable seasoning solutions to minimise processing times in QSR operations. He discussed the evolving landscape of QSRs, driven by factors like convenience, affordability, and changing consumer lifestyles accelerated by urbanisation and rising disposable incomes. Addressing the impact of COVID-19, he noted initial setbacks followed by recovery and new challenges in consumer preferences for health and consistency. Brifo advocated for standardisation and customisation in QSR operations to ensure consistency, cost control, and brand loyalty. He underscored the criticality of food safety, recommending good manufacturing practices, comprehensive staff training, and technology adoption for enhanced hygiene and contamination prevention. Brifo concluded by stressing the role of innovation in menu optimisation as a pathway for QSRs to differentiate themselves and ensure long-term sustainability in a competitive market.

Fireside Chat

**Moyo Ogunseinde (Host),**  
Executive Director, Radisson Blu &  
Director, Upbeat Centre  
**Bayo Adedeji (Guest),**  
Group CEO Wakanow



Adedeji emphasised the importance of customer service in the hospitality industry. He highlighted his company's commitment to customer-centricity, emphasising the importance of adapting to local preferences in Nigeria while maintaining global standards. He discussed the challenges in the Nigerian travel and tourism sector, noting the need for high-level collaboration and tailored customer service approaches. Adedeji also stressed the role of technology in scaling businesses, advocating for establishing solid commerce foundations before transitioning to e-commerce. Additionally, he pointed out deficiencies in Nigeria's education sector, which impact talent availability. He underscored the business goal of generating sufficient revenue to prioritise customer care over cost-cutting strategies.



# Launch of the LBS Hospitality Initiative



Dr. Belinda Nwosu unveiled the LBS Hospitality Initiative, which is set up to drive change, growth, and innovation in the hospitality sector through advisory services, industry engagement, research, and capacity building. As the Initiative's Director, Nwosu delivered a compelling speech addressing the industry's challenges, particularly economic pressures and the erosion of disposable incomes due to inflation. She emphasised the need for comprehensive partnerships and dialogue to tackle these issues effectively. Highlighting Lagos Business School's commitment to supporting hospitality businesses across Africa, Nwosu underscored the institution's role as a strategic partner and problem solver rather than a training provider. She invited attendees to collaborate to enhance engagement and implement solutions for sustainable growth in the hospitality industry.

## Panel Session

# Food Safety and Standardisation



The panel session on "Food Safety and Standardisation," moderated by Ifeoma Enyi, Quality Assurance Manager at Flour Mills Nigeria PLC, emphasised the importance of maintaining high food safety standards and leveraging standardisation across the food industry. Kofi Abunu, CEO of Food Concepts Plc, stressed the need for continuous inspection and rigorous training in food safety and customer service to ensure integrity throughout the supply chain. Olagoke Balogun, Founder/CEO of SoFresh Nigeria, highlighted the role of advanced technologies like blockchain and AI in tracing food from farm to fork, advocating for a food safety culture beyond regulatory compliance to trust and consistency in the brand. Dr Jide Adediji, Founder/CEO of Easysauces Nigeria Limited and Adjunct Faculty, Lagos Business School, underscored the value of local and global certifications for assuring customers of safety and adherence to best practices, suggesting that standardisation and stringent systems are vital for sustainability. Ayotunde Ogunrinde, the MD/CEO of Just Food Limited, framed food safety as a moral obligation, emphasising the importance of global benchmarks and swift action against non-compliance. He advocated for rewarding good practices and ensuring that technology and equipment meet international standards to maintain safety. The session highlighted that food safety is essential for legal compliance, ethical business practices, and long-term sustainability.

## Panel Session

# Accommodation & Standardisation



The panel session on "Accommodation & Standardisation," moderated by Dipo Adebo, Founder/Chief Executive Officer, DAA Architects, explored the development and implementation of standards in the hotel industry, particularly in a burgeoning local market. Chidinma Ewuzie of the Standards Organisation of Nigeria (SON) emphasised that standardisation involves creating consensus documents to facilitate trade and ensure safety, environmental protection, and reduced waste. She highlighted Nigeria's adherence to international standards and the role of state regulators in enforcing these standards. Ewuzie pointed out that compliance with these standards boosts business confidence, attracts investors, and helps achieve sustainable development goals. Other panellists underscored the importance of maintaining brand integrity and consistency to foster customer loyalty. Moyo Ogunseinde, Executive Director of Radisson Blu Anchorage, stressed that regular audits ensure that properties adhere to standards. Damiloa Adepoju, Director of Development, West Africa at Marriott International, emphasised that standardisation is integral to their operations, helping prolong the life cycle of assets. Representing Paul Umoh, MD of BON Hotels International West Africa, Sandra Ogbahor highlighted the need to adapt international standards to local contexts, balancing brand guidelines with guest preferences and cultural values. She noted that understanding and incorporating local needs into service delivery is crucial for providing a favourable customer experience while maintaining quality standards.



## Panel Session

# Franchising and Standardisation



The panel session on "Franchising & Standardisation," moderated by Anthony Alkousseifi, Former General Manager of Delifrost Nigeria, explored how these strategies contribute to building resilience, scaling businesses, and meeting customer demands in Nigeria. Rushdi Ibrahim, MD/CEO of Allied Food Confectionery Services Ltd and WOW Creamery Nigeria Ltd, introduced the ESS framework—Entry, Stabilise, Scale—and the need to adapt business models to local consumer preferences. Nnamdi Opara, Executive Director, Sundry Foods Limited, highlighted the importance of using high-quality, consistent raw materials to elevate local businesses to global standards. At the same time, Lara Rawa, Founder of Lagos Cocktail Week, discussed the necessity of staff training and adapting international business models to fit the Nigerian market. David Sweeney, Director, Dodo International Group Limited, stressed documenting and following operational processes for measurable improvements and scalability. He shared that Dodo Pizza's success in growing from a single store to a global chain happened by adhering to robust systems and investing in the right people. All panellists agreed on the importance of maintaining high standards and adapting offerings to local tastes and budgets, underscoring that standardisation in franchising is essential for achieving sustainable growth and profitability in Nigeria's dynamic market.



# Key learning Points

- **Retail Mindset in Hospitality:**  
Adopting a retail mindset focusing on direct customer service is essential for successful standardisation.
- **Importance of Consistency:**  
Standardisation ensures consistency and quality across all aspects of hospitality, from food safety to accommodation.
- **Customer-Centric Approach:**  
A customer-focused strategy is crucial for creating memorable and differentiated experiences.
- **Employee Engagement:**  
Engaged employees are vital for delivering exceptional customer service and maintaining a positive organisational culture.
- **Technological Integration:**  
Leveraging technology enhances operational efficiency and supports personalised customer experiences.
- **Government and Industry Collaboration:** Effective collaboration between government and private sector entities is necessary to support standardisation and growth in the hospitality industry.
- **Global Standards and Local Adaptation:** Implementing global best practices while adapting to local cultures and needs ensures relevance and sustainability.

**Hospitality Retail Summit**

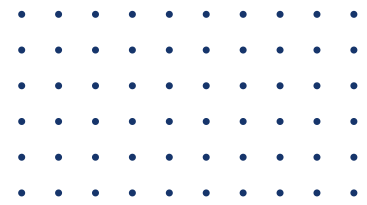
**THEME**  
**Rethinking Standardisation in Hospitality Retail**

Wednesday, June 5, 2024  
Lagos Business School  
9:30 am WAT

Register here: ▼  
<https://events.lbs.edu.ng/HospitalitySummit>

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## Conference Speakers

- **Professor Christopher Ogbechie:** Dean, Lagos Business School
- **Professor Uchenna Uzo:** Academic Director, Africa Retail Academy & Faculty Director, Lagos Business School
- **Dr. Belinda Nwosu:** Director of the LBS Hospitality Initiative & Faculty, Lagos Business School
- **Dr. Jide Adedeji:** Founder/Chief Executive Officer, Easysauces Nigeria Limited; Adjunct Faculty, Lagos Business School
- **Anthony Alkosseifi:** Former General Manager, Delifrost Nigeria
- **Ayotunde Ogunrinde:** Managing Director/Chief Executive Officer, Just Food Limited
- **Bayo Adedeji:** Group Chief Executive Officer, Wakanow
- **Calvin Stovall:** Chief Experience Officer, ICONIC Presentations, LLC
- **Chidinma Ewuzie:** Conformity Assessment Implementation Desk Officer, SON
- **Dami Adepoju:** Director of Development, West Africa at Marriott International
- **David Sweeney:** Director, Dodo International Group Limited
- **Dipo Adebo:** Founder/Chief Executive Officer, DAA Architects
- **Duntan West:** Founder / Chief Executive Officer, WonderWorks and Refreshed Healthy Living
- **Ifeoma Enyi:** Quality Assurance Manager, Flour Mills Nigeria PLC
- **Kofi Abunu:** Chief Executive Officer/Managing Director, Food Concepts Plc
- **Kwadwo (Kojo) Brifo:** Managing Director, Freddy Hirsch Nigeria
- **Lara Rawa:** Founder, Lagos Cocktail Week
- **Moyo Ogunseinde:** Executive Director, Radisson Blu & Director, Upbeat Centre
- **Nnamdi Opara:** Executive Director, Sundry Foods Limited
- **Olagoke Balogun:** Co-Founder/Chief Executive Officer, So Fresh
- **Rushdi Ibrahim:** Managing Director/Chief Executive Officer, Allied Food Confectionery Services Ltd and WOW Creamery Nigeria Ltd
- **Sandra Ogbahor:** Deputy Director Commercial and Special Duties, BON Hospitality West Africa Limited
- **Stella Fubara:** Former Regional Director, Dubai Dept. of Economy & Tourism; MD, Delyork Development Company

# About the LBS Hospitality Initiative

The LBS Hospitality Initiative is a dedicated platform to drive change, growth, and innovation within Nigeria and Africa's hospitality sector. The four key pillars of the initiative are:

- **Advisory**
- **Industry Engagement**
- **Research**
- **Capacity Building**



The Initiative underscores Lagos Business School's commitment to being a strategic partner and problem solver, working collaboratively with businesses to overcome challenges and achieve sustainable growth in the hospitality industry.

## **Advisory**

Providing expert guidance to businesses on best practices and strategic development.

## **Industry Engagement**

Facilitating dialogue and collaboration among industry stakeholders to address common challenges.

## **Research**

Conducting in-depth studies to generate insights and data that support industry advancement.

## **Capacity Building**

Offering executive-level programmes to create a leadership pipeline for the hospitality industry in Africa.

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# Upcoming Programs

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## Harnessing Innovation and Trends in Tourism and Hospitality Management





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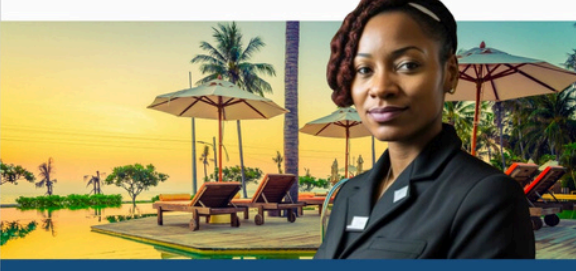


SCAN  
ME

- Dates: Aug 20, 2024 (3 days)
- Location: LBS Campus and Hybrid


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## Developing Leaders in Hospitality and Tourism

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SCAN  
ME

- Dates: Sep 3, 2024 (2 days)
- Location: LBS Campus and Hybrid

## Contact Us :



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Please find the link to the video of the event [here](#)