



FUTURE LEADERS CHALLENGE EAST AFRICA

Are you ready to make the East African
region the best talent developer in the
world of tourism and hospitality?





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THE CONCEPT

The **(MEA) Future Leaders Platform** is the leading platform that creates a community to tackle future challenges in the hospitality and tourism industry.

Our platform fosters alignment across the region on key issues such as industry attractiveness, growth, learning strategies, student to industry conversion and more. We aim to bridge the gap between key stakeholders, including the industry and educational institutions, to align output with industry needs and collaboratively shape a human capital strategy for the region.

Our platform unites industry executives, top-tier students, government leaders, and school directors to collaborate on an annually selected, region-specific strategic topic.

Together, we develop actionable solutions that address the critical challenges facing the hospitality and tourism industry. Through advocacy and stakeholder collaboration, we strive to elevate, strategize, and champion the development of the region's human capital.

More information: meafutureleaderschallenge.com/challenges/east-africa

MISSION

To empower, elevate, and educate stakeholders by driving meaningful change and equipping them with the tools and resources to achieve their full potential.

VISION

To become the leading platform in the hospitality and tourism industry, uniting students, educators, industry leaders, and government to learn, grow, and lead together toward transformative change. Through advocacy, a strong community, and impactful development programs, we aim to build a sustainable pipeline of skilled professionals, aligning educational outcomes with industry needs and shaping a forward-thinking human capital strategy for the region.

A NOTE FROM THE INITIATORS

As the hospitality industry continues to witness rapid growth across the Middle East & Africa, it is crucial that we have a strong pool of diversified talent to resource this exciting new era for travel and tourism.“

The MEA Future Leaders Challenge allows us the unique opportunity to inspire the next generation of hospitality professionals and establish the region as a global leader, and catalyst, for cultivating a highly skilled hospitality workforce.“



HUBERT UMMELS
Owner and Founder
GameChangers Group



JOCHEM-JAN SLEIFFER
In memorandum
of our co-founder

A NOTE FROM OUR PATRON

The tourism sector is evolving **hence the dire need to invest in our youth and young professionals** to navigate the **rapidly changing landscape** characterized by **technological advancements, shifting consumer preferences** and the **increasing call for sustainability**.
As the patron of Future Leaders Challenge East Africa, **I encourage all stakeholders to partner and collaborate with us to deliver on this noble cause"**



HON. REBECCA MIANO
Cabin Secretary for
Tourism and Wildlife



ARRIVAL

For all schools arriving from abroad, **transportation will be arranged** from and to the airport. For any questions, please contact **Tim** at **+254 725 542 570**

Transportation from the hotel to both the main event venue and the welcome dinner will be **arranged by the organizers**.

We kindly ask all participants to **always be punctual** to ensure smooth coordination.

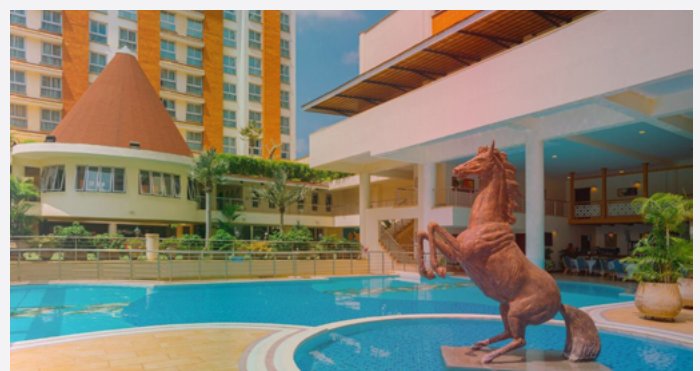
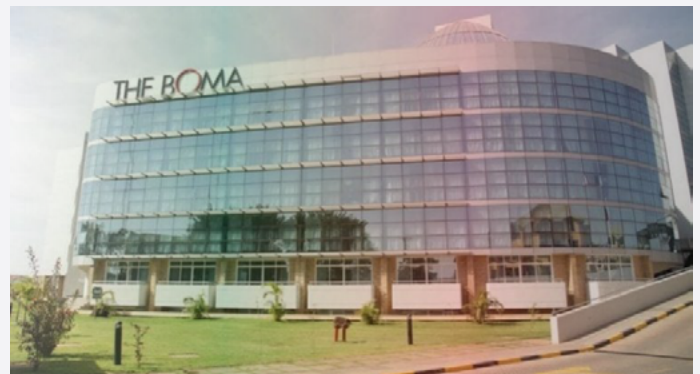
LOCATION

School Directors and **Guiding Teachers** will be accommodated at **The Boma Nairobi**. **Students** will stay at **The Boma Inn**.

The main events will take place at **Strathmore University**.

The welcome dinner will be held at **Mövenpick Hotel & Residences**

Overnight stay, breakfast, lunch and dinner is included.



PACKING LIST

WE ADVISE YOU TO BRING FOLLOWING ITEMS

- Passport or ID Card (when applicable)
- Daily clothes (e.g. jeans, shirt, sneakers,...)
- Smart Casual outfit (Day 1 and Dinner)
- Business Attire or school uniform (Day 2, Presentation)
- Warmer clothes (it can get cold)
- Toiletries
- Medication
- Laptop / iPad (optional)
- Phone charger
- Attributes to support presentation
- Your favourite notebook
- Umbrella

DRESS-CODE

WE ADVISE YOU TO BRING FOLLOWING OUTFITS

Business Attire / or school uniform,
Smart Casual, traditional african attire

(If you don't have this specific outfit, please don't feel pressure to buy, just wear something which is similar to this). Your smile and attitude is your best outfit anyway! :-)



GOOD TO KNOW

Messaging via the internet can be done by **WhatsApp**. The group chat of FLC EAST AFRICA will be operative during the whole event! If you didn't join the group chat yet, please scan following QR code



During this event you will have the unique opportunity to get to know important industry leaders. Grab this opportunity with both hands and network!

Please be aware that we expect press on site on both days

The entire event is a non-alcohol event

Like previously communicated, the whole live event is free of charge. Overnight stays, breakfast, lunches and dinner are included and made possible by our partners

The final 3 winning schools of FLC EAST AFRICA will participate in the MEA FLC FINALS

MEET THE STRATEGIC BOARD FOR THE FLC EAST AFRICA



Abbas Gullet

Director
Boma International
Hospitality College



Elma Labuschagne

Cluster Director of Operations,
Fairmont the Norfolk &
Mara Safari Club



Andreas Lackner

VP Operations Africa &
Indian Ocean, Hilton



Lilly Ajarova

Senior Presidential
Advisor on Tourism
Uganda



Rob Kucera

District Director East Africa
and Complex General
Manager Radisson Blu Hotel,
Kigali and Convention Centre



Devota Mdachi

Head of Communication
and Marketing Unit,
National College of Tourism



Hubert Ummels

Founder and Owner
GameChangers Community
and initiator Future Leaders
Challenge



Frank Mugisha

CEO East Africa
Tourism Platform



David Chiawo

Dean, School of
Tourism and Hospitality,
Strathmore University



Simon Hodson

Country Manager Kenya
Accor

YOU'RE INVITED

Dinner for East Africa Future Leaders Challenge Participants

27th April 2025 at KICC

The Ministry of Tourism and Wildlife warmly invites all participants of the East Africa Future Leaders Challenge to a dinner on **27th April 2025**, starting at **6:30 PM**, at the iconic **Kenyatta International Convention Centre (KICC)** in Nairobi.

This special evening promises a memorable opportunity to **connect, share ideas, and build lasting networks** with fellow future leaders and key stakeholders in the tourism and hospitality industry. Don't miss this chance to be part of a dynamic and inspiring gathering.





PROGRAM OVERVIEW

Monday, 28th of April

Dresscode: Smart casual

The shuttle will be ready at **08:15 AM** outside the hotel for departure to Strathmore University, only for participants who **checked in on Sunday**.

All participants based in Kenya are kindly asked to arrive **directly at Strathmore University by 08:00 AM**, bringing their luggage with them.

- 09:30am** Opening program, Students and industry conference
- 10:00am** Students empowerment program 'Life Choice'
SDA East Africa Meeting
- 12:00pm** **Lunch**
- 01:00pm** Workshops
Industry Conference
- 03:00pm** **Break**
- 03:15pm** Students Recruitment Fair
Forum discussion schools and Government / Industry leaders
- 04:30pm** Speed dating industry leaders, school directors and sponsors
- 07:00pm** Welcome drink
- 08:00pm** Welcome dinner and keynote speech
- 10:00pm** Transport from Mövenpick Hotel & Residences & back to Boma Inn



IMPORTANT NOTICE FOR DAY 1

Monday, 28th of April
Dresscode: Smart casual

In general

- On the first day of the program, students will **not have the opportunity** to return to the hotel prior to the welcome dinner.
- We kindly advise all participants to **plan accordingly**. Students are encouraged to wear suitable attire for the full day or bring a change of clothes.
- Changing facilities will be available at Strathmore University **before proceeding to the dinner venue**.

Update for Kenya-Based Students

Students from schools in Kenya are kindly requested to **arrive directly at the event venue**—Strathmore University—by **08:00 AM**, bringing their luggage with them.

- A dedicated **storage room** will be available at the university to securely store your luggage during the program.
- After the program concludes, we will head **straight** to the Welcome Dinner.
- The hotel will again provide a storage room for your belongings during the dinner.
- Hotel check-in will take place immediately after the Welcome Dinner.

Please ensure **timely arrival** at the venue to join the program smoothly.



PROGRAM OVERVIEW

Tuesday, 29th of April
Dresscode: Business attire

06:00am Breakfast

07:15am The shuttle will be ready and waiting outside the hotel for departure to Strathmore University.

08:30am Start program in the plenary room

09:00am Student presentations semi finals

11:30am Final 3 announcement

12:30pm Final 3 plenary presentations

01:30pm Winner announcement

02:00pm Lunch

02:30pm Strategic board meeting

*The challenge winner will be awarded complimentary participation in the Dubai Final 2026.

Important Notice – Hotel Check-Out

Students are kindly reminded that check-out from the hotel must be completed by **07:00 AM on Tuesday, 29 April**.

All participants are expected to **bring their luggage** with them when departing from the hotel to the event venue, as there will be **no return to the hotel** after the program concludes.

WORKSHOPS

The Future Leaders Challenge in collaboration with our partners in the project, have created a **space for students to learn** how to take their first steps into their career and get some tools to make this journey successful.

The workshops will be hosted in a Carousel where 3 groups will be attending 3 workshops simultaneously.

WORKSHOPS

- **Accor**
LinkedIn: Building an Attractive Profile and Maximizing Career Growth
- **Radisson Hotel Group**
How to master a Job interview: Tips & Tricks.
- **Hilton**
Expectation vs. Reality: Understanding Your Career Path in the Industry

WORKSHOPS	13:00 AM - 13:35 AM	13:40 AM - 14:15 AM	14:20 AM - 14:55 PM
Accor (STMB B-01)	GROUP 1	GROUP 2	GROUP 3
Radisson Hotel Group (STMB B-02)	GROUP 2	GROUP 3	GROUP 1
Hilton (STMB B-03)	GROUP 3	GROUP 1	GROUP 2

You **have already been assigned** to one of the three groups. Please **check your name badge** – it will indicate whether you are in Group 1, Group 2, or Group 3.



PROJECT QUESTION

Continuous **advances in technology** will impact the world of future work and tourism and hospitality businesses are **not immune to this influence**.
Examine how **digital transformation is shaping workforce needs** in the East Africa tourism and hospitality industry.

IMPORTANT TO REMEMBER...

- Each group has **7 minutes** to present
- **3 minutes** for questions from the jury
- You can use a powerpoint presentation and/or be creative with other attributes – 'less powerpoint presentation and more power to the presentation'
- Inspire the jury with an **innovative idea**
- Is your team in the **top 3**? Then you will present your idea again in front of the final judging panel in order to decide on the winner!



TIPS & TRICKS

VOLUME

Be heard at all times; speak louder for attention and softer to drive interest

CLARITY

Adapt language to your audience and don't mumble

tone & empathy

Avoid dropping your voice at the end of the sentences

PACE AND PAUSES

Speak slower than normal and aim for about 150 words per minute max

CONTENT OF A SUCCESSFUL PRESENTATION

1 Introduction

2 Challenge

3 Solution

4 How does it work

5 Wrap up



PROJECT QUESTION

The students will be expected to cover some of the following areas in their presentation:

DIGITAL & TECH SKILLS

Basic Digital Literacy, Advanced IT Skills, Digital Marketing & E-commerce, Fintech & Blockchain Knowledge

SOFT SKILLS & ADAPTABILITY

Critical Thinking & Problem-Solving; Communication & Collaboration; Entrepreneurial Mindset; Emotional Intelligence

REMOTE WORK & GIG ECONOMY READINESS

Self-Management & Time Discipline; Project-Based Work Skills; Cross-Cultural Competence

CYBERSECURITY & DATA PROTECTION EXPERTISE

Cybersecurity; Data Privacy & Compliance; AI & Ethical Governance



LEADING QUESTIONS

You already have your main project question, but to develop your project effectively, make sure you can clearly answer the following key questions:

- **What's the problem you're trying to solve? Define the core issue.** Be specific and explain why it matters.
- **How will you solve it? Describe your proposed solution in detail.** What's your approach, and why will it work?
- **How will your solution benefit both locals and tourists?** Think about the broader impact. How does your idea create value for the local community and enhance the tourist experience?
- **What are the expected costs (e.g., subscription fees, server costs)?** Who will cover these? Be realistic about the financial side. Identify key costs and consider who might fund or sustain the project.
- **What additional features could be added in the future?** Think ahead. How can your project evolve, scale up, or become even more impactful?



JUDGING CRITERIA

The following criteria will be used to judge the presentations:

INNOVATION

Does your project present a novel idea, service, or solution that could transform the industry?

IMPLEMENTATION POSSIBILITY

Can this project be realistically implemented? Consider whether the proposal includes a plan to address resource and funding needs if the project exceeds a standard budget of. Operating costs should ideally stay under R100,000/month, with R500,000 max for capital investment

CONTENT

Does your project effectively cover all necessary aspects in a clear and comprehensive way?

INVESTIGATION AND RESEARCH

Is your project backed by relevant scientific literature and research?

PRESENTATION

Was your project presented in a clear, engaging, and professional manner?

MEET THE PARTICIPATING SCHOOLS



PARTNERS

One of the most **valuable stakeholders** within our community are our partners. We cooperate with several organizations, in various forms.

These partners are part of the closed Future Leaders Challenge network and are invited to network meetings and, of course, to activities around the objectives of the platform. Together, we seek for business opportunities and jointly carry out the mission of the MEA Future Leaders Challenge.

Platinum



Gold



Silver



Bronze



ADVISORY BOARD MEMBERS MEA FUTURE LEADERS CHALLENGE



Hubert Ummels

Founder and owner GameChangers
Community and of the Future
Leaders Challenge Platform



Eddy Tannous

COO
Rotana Hotel
Management Corporation



Colin Abercrombie

Strategy Director
NEOM Hotel Division



Tim Cordon

Chief Operating Officer
Middle East & Africa & APAC
Radisson Hotels



Stephanie van Oorschot

Industry Relations Officer
Hotel Management
School NHL Stenden



Mahir Abdulkarim Julfar

Executive Vice President at
Dubai World Trade Center



Judi Nwokedi

Chair Gauteng
Tourism Authority
South Africa



Jonathan Sheard

SVP Operations
Middle East, Africa
and Türkiye Accor



Mark Kirby

President
One&Only Resorts



Khalid AlAwar

Director – Business Stakeholders
and Government Relations Dubai
Economy and Tourism



Marie-Louise Ek

VP HR,
Middle East & Africa
Hilton

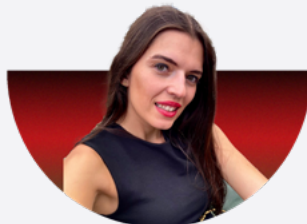
FUTURE LEADERS CHALLENGE EAST AFRICA – TEAM



Hubert Ummels
Owner and Founder
GameChangers Group and
Future Leaders Challenge



Marvy Rieder
Director of MEA FLC
Partner
GameChangers
Community



Deni Maydon
Operations Manager
MEA Future Leaders Challenge



Tim Muuo
Operations Manager
FLC East Africa



Esther Munyiri Kagure
Country Manager
FLC East Africa



Veronica Muniu
Operations Manager
FLC East Africa



Mandisa Silo
Country Manager
FLC South Africa



Dean Hauser
Multimedia Specialist
Brand Drvn

INFORMATION & UPDATES

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