

ExecutiveEDGE

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by EnterpriseCEO



The Next Economy:

CEOs Chart Future of Business in a Shifting Global Economy



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Bidemi Oke
CEO, FlashChange

Strong Systems, Stronger Growth: FlashChange Charts 2026 Strategy

FlashChange has set a disciplined tone for 2026, with its Chief Executive Officer, Bidemi Oke, emphasizing execution and measurable performance as the company's guiding principles for the year.

Speaking on the company's outlook, Oke stated that FlashChange's strategy is firmly anchored in structure and operational clarity rather than speculation. As a payments platform providing digital asset exchange, bill payment services, and international money transfers, the firm plans to build on its existing infrastructure to drive sustainable expansion.

"Our outlook for 2026 is grounded in discipline, execution, and measurable progress," Oke said. "We are entering the year with confidence built on strong systems and deliberate planning, not on market optimism."

FlashChange's priorities for 2026

Strengthening product reliability and platform resilience.

Deepening regulatory alignment and compliance frameworks.

Elevating customer experience across all touchpoints.

Driving operational excellence while expanding responsibly and intentionally.

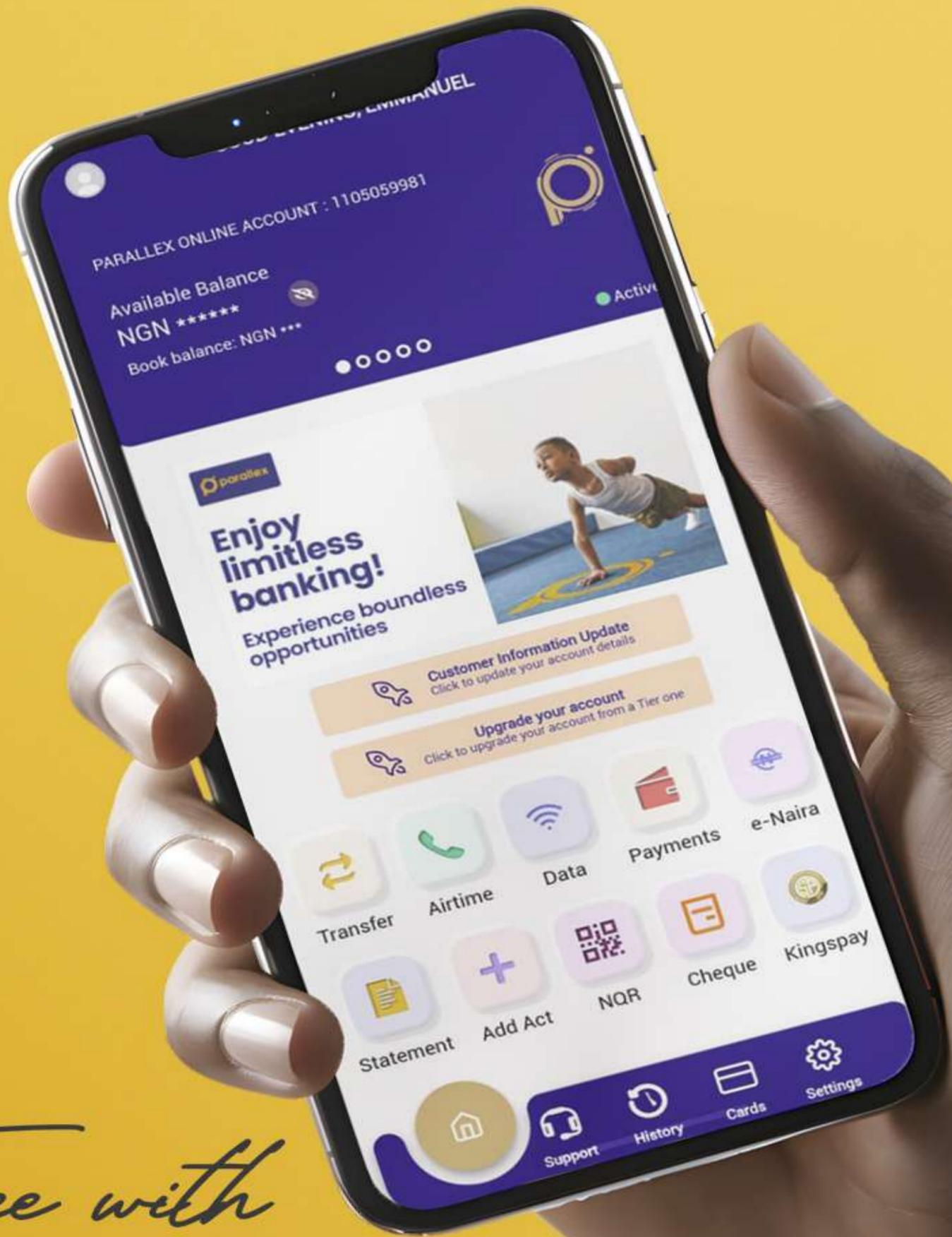
While market volatility and regulatory shifts remain key risks, they also create opportunities for trusted, disciplined platforms like ours to lead. The real opportunity lies in accelerating adoption and simplifying digital finance for individuals and businesses who value speed, security, and transparency.

"We are investing in stronger systems, smarter processes, and high-performing teams that allow us to move quickly without compromising reliability. Our focus remains straightforward: to stay trusted, relevant, and consistently valuable to our customers and partners", he explained.

"We are deeply grateful to our internal and external stakeholders for their continued trust in our brand promise and commitment to quality service delivery", he said.

2026 will be a defining year for FlashChange. We will stay focused, execute with precision, and pursue meaningful results. The next phase of our growth journey will be driven by purpose, discipline, and sustained value creation, and we believe the best of FlashChange is still ahead.

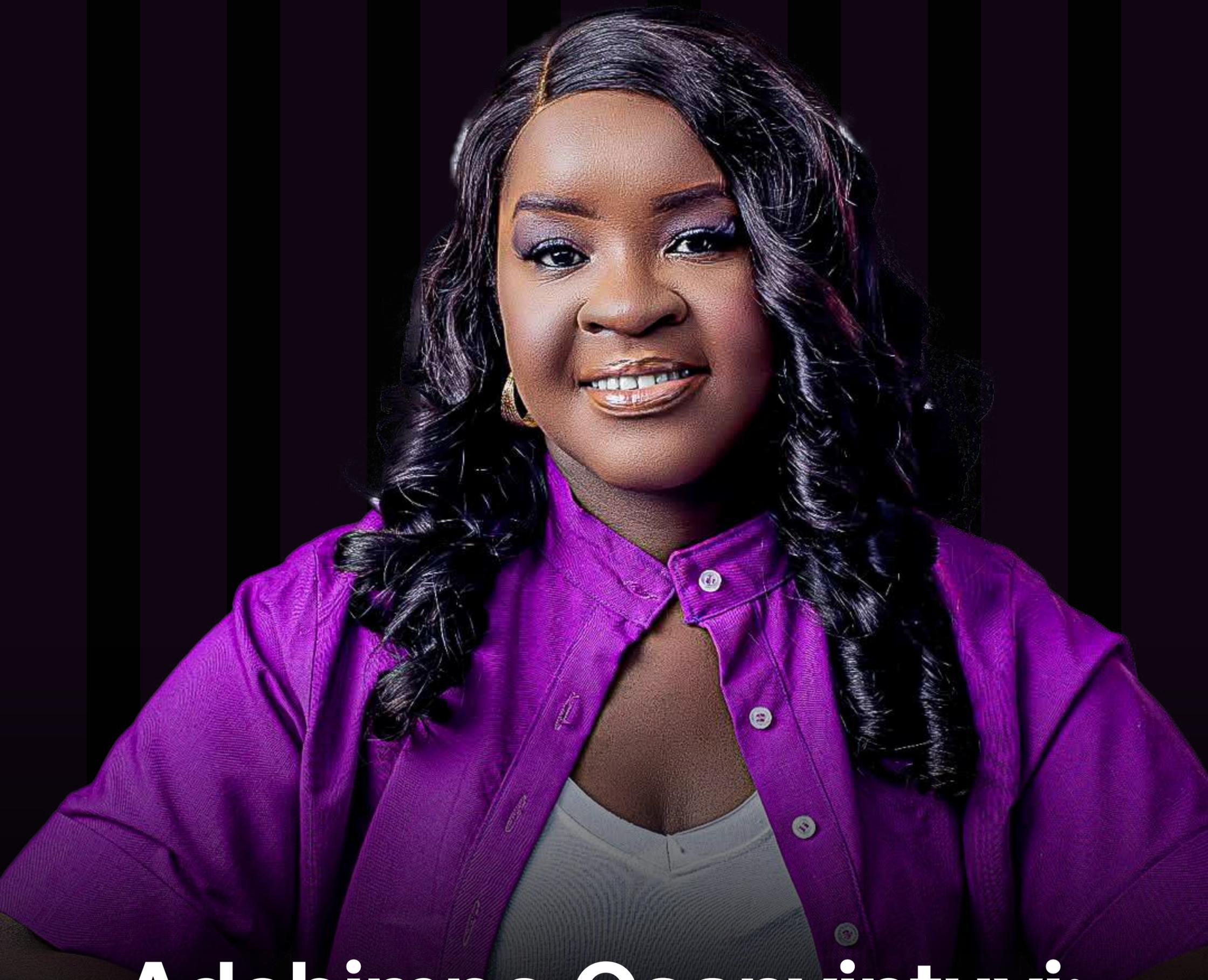




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Adebimpe Osanyintuyi: Charted Intentional Growth Path for Dios Dlite

Dios Dlite approached 2026 not with noise, but with nuance. For the CEO of Dios Dlite, Adebimpe Osanyintuyi, the year was defined less by aggressive expansion and more by intentional evolution and structural refinement.

“2026 is not about moving fast for the sake of movement,” she explained. “It is about moving correctly. We understand our numbers better, our customers better, and most importantly, our operational capacity.”

Amid a volatile macroeconomic climate marked by inflation, fluctuating input costs, currency pressures, and cautious consumer spending, Dios Dlite chose discipline over impulse. Rather than reacting to uncertainty, the company leaned into clarity. Osanyintuyi consistently emphasized that within the instability lay a powerful opportunity.

“Consumers are more careful,” she noted, “but they are also more intentional. They wanted quality, transparency, and brands they could genuinely trust in their homes.”

That shift shaped the company’s central ambition for the year: moving from being a recognized brand to becoming a lived brand. Dios Dlite focused on deepening household penetration and embedding its products into everyday routines. This required broader shelf presence, stronger B2B partnerships, and more consistent engagement with retailers and institutional buyers.

Behind the scenes, the company strengthened its operational backbone. Investments in cold storage, inventory management systems, quality control processes, fulfillment accuracy, and cash flow discipline were prioritized to protect margins and ensure sustainable growth. “In food manufacturing, weak systems show up quickly,” Osanyintuyi said. “Growth without structure is expensive and exhausting.”



Leadership development also became a cornerstone of progress. The company evolved from hustle-driven execution to a performance-led structure anchored in clear KPIs, accountability, and long-term planning.

While risks such as cost volatility and overexpansion persisted, Osanyintuyi remained grounded in cautious optimism. “We were not chasing scale recklessly,” she affirmed. “We were building something designed to last.”



A close-up portrait of Eunice Afolabi, a Black woman with short, dark, curly hair. She is wearing a white blazer over a yellow and patterned scarf. Her hands are clasped in front of her chin, and she is wearing a gold ring and a gold earring. The background is a plain, light gray.

Strategic Foresight Guides Adler Technology Through Economic Headwinds

Eunice Afolabi
Founder, Adler Technology

As businesses brace for another year of economic pressure and technological acceleration, Eunice Afolabi is positioning Adler Technology for 2026 with deliberate precision. Rather than viewing volatility as a setback, she sees it as a strategic filter, one that rewards clarity, discipline, and long-term thinking.

Inflationary strain, currency instability, regulatory shifts, and changing customer demands continue to reshape the competitive landscape. Yet Afolabi believes preparedness, not optimism alone, will define success.

“Uncertainty is part of today’s operating environment,” she said. “What gives us confidence is the strength of our structure. We are focused on high-value opportunities, deepening partnerships, and investing in talent and innovation. That balance allows us to protect margins while expanding sustainably.”

Inside the company, growth is being engineered with intention. Operational systems are being refined, cost frameworks reassessed, and performance metrics tightened to ensure expansion does not outpace capacity.



“Growth without discipline weakens foundations,” Afolabi explained. “We are strengthening our processes so that every layer of the business supports scalable, responsible expansion. Strong systems create agility.”

A key driver of the company’s outlook is the rapid evolution of digital transformation across Nigeria and Africa. Automation, advanced analytics, and artificial intelligence are reshaping industries and redefining competitiveness.

“AI and intelligent systems are no longer future concepts, they are present realities,” she noted. “We see sustained demand for computing infrastructure and collaborative technologies, and we are positioned to deliver measurable outcomes.”

Still, Afolabi remains pragmatic about risks, from regulatory uncertainty to talent shortages. Her approach is grounded in sustained discipline rather than short-term acceleration.

“Our priority is simple,” she concluded. “Execute with focus, innovate with purpose, and grow responsibly.”

In a year expected to reward structure over speed, Adler Technology appears determined to turn complexity into opportunity.

Technology, Partnerships to Drive Kibbutz Farm's 2026 Growth

Olusegun Odebiyi

CEO, Kibbutz Farm



In a renewed push towards agricultural transformation, the Chief Executive Officer of Kibbutz Farm (Ib) MultiCoop Limited, Olusegun Odebiyi has expressed strong optimism about the company's economic outlook for 2026, describing it as both promising and strategically positioned for growth.

According to Odebiyi, the company's direction for the coming year is anchored on a robust business-to-business (B2B) production model designed to meet rising supply demands within Nigeria's food and beverage value chain. Backed by comprehensive market data and industry analysis, the cooperative is aligning its production systems with verified consumption trends to ensure efficiency, competitiveness, and long-term sustainability across its operations.

Central to this outlook according to Odebiyi is significant investment in climate-smart farming practices and the deployment of Internet of Things (IoT) technologies. "These innovations are expected to improve yield optimization, enhance resource management, reduce waste, and strengthen resilience against climate-related disruptions", he said. He also pointed out that the company is also deepening partnerships with value-adding food and beverage organizations to strengthen supply chain integration, improve logistics coordination, and secure reliable off-take channels for its produce.

Beyond production expansion, Kibbutz Farm is investing in farmer education and the establishment of farm nurseries to improve seed quality, boost productivity, and reinforce agricultural sustainability. Odebiyi emphasized that empowering farmers with knowledge, improved seedlings, and modern techniques remains a cornerstone of the cooperative's long-term growth strategy.

Despite the positive projections, the company acknowledges potential challenges, including agri-commodity price fluctuations, unpredictable weather conditions, rising farm input costs, and broader macroeconomic pressures. However, management maintains that diversification strategies, disciplined cost management, technology adoption, and structured partnerships will help cushion these risks effectively.

Looking ahead, the cooperative is exploring new opportunities such as the launch of an e-farm shop portal to broaden market access and streamline product distribution. Plans are also underway to expand its landholding base to scale operations in response to increasing demand. Strengthened collaboration with food processors and continued investment in climate-smart assets are expected to further solidify its competitive position in 2026.



Execution Over Expansion Defines iCentra's 2026 Outlook



Taopheek Babayeju
CEO, iCentra

i Centra has entered 2026 with a strategy centered on disciplined growth, institutional resilience, and scalable technology platforms.

According to the company's Chief Executive Officer, Taopheek Babayeju, the year is designed less around bold projections and more around testing the strength of systems established during a comprehensive internal reset completed in 2025. "The focus for 2026 is not expansion for visibility but growth for durability," Babayeju said. "We spent 2025 strengthening governance, clarifying strategic priorities, and building systems that allow the organization to scale responsibly.

This year is about executing through those systems." Operating in a business environment defined by economic uncertainty and rapid technological evolution, iCentra has chosen strategic discipline over reactive expansion. Management says the company is concentrating only on high-impact, repeatable solutions that align with clearly defined institutional needs.

Three priorities are guiding the company's 2026 agenda.

The first is platform-driven scale, as iCentra accelerates its transition from largely service-based engagements toward structured platforms and products capable of delivering consistent and measurable outcomes. This shift is intended to reduce reliance on one-off advisory projects while strengthening recurring value creation.

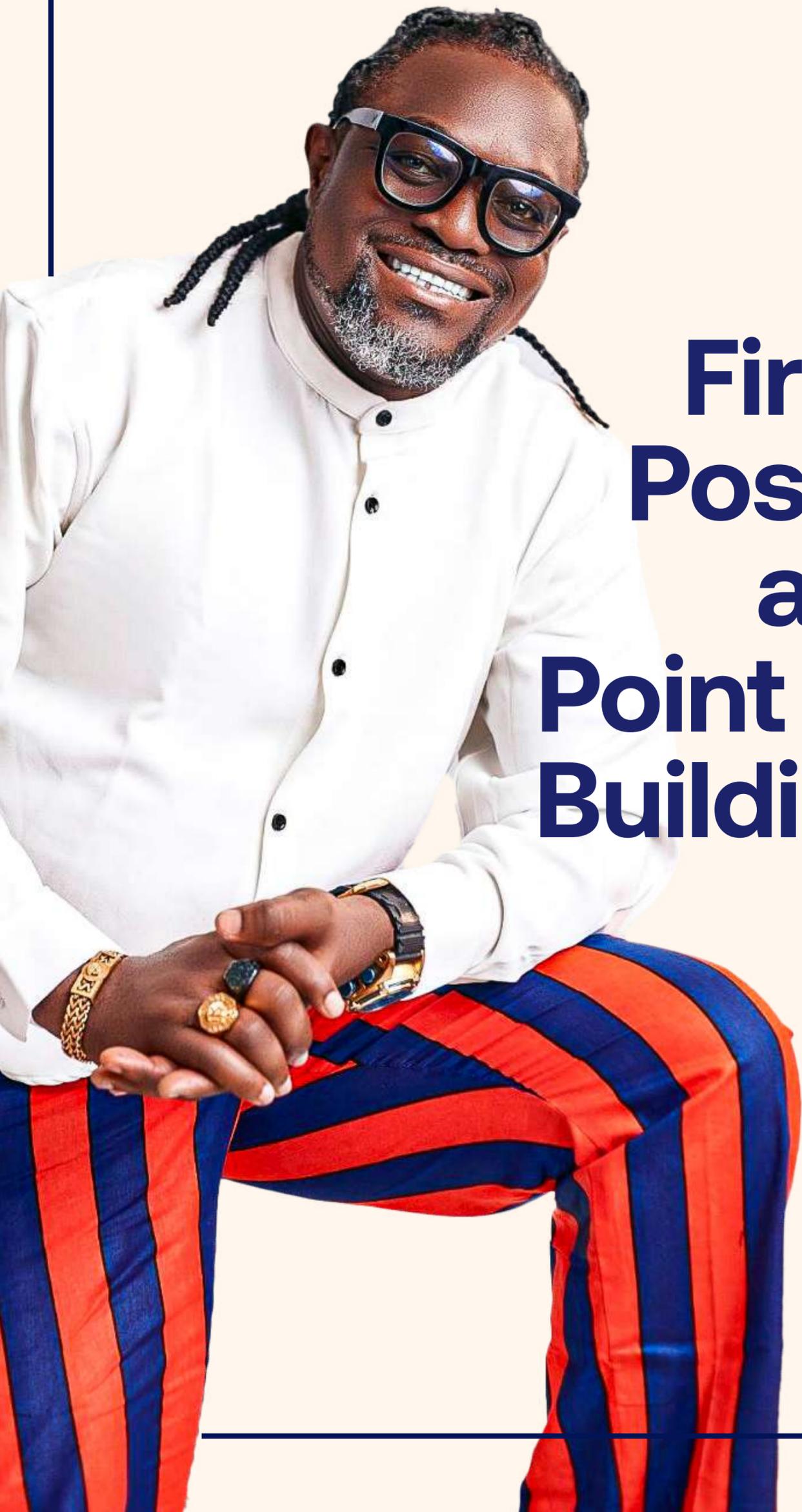
The second priority is depth of execution. Leadership has deliberately narrowed its portfolio of initiatives to focus on projects with clear replication potential and sustainable long-term value.

The third is institutional maturity, with continued investment in governance frameworks, compliance systems, leadership development, and embedded risk management practices.

Babayeju noted that fragmentation remains one of the biggest risks for organizations operating in volatile markets.

"Growth must be system-led and accountability-driven," he said. "Our objective is to build an institution that can convert complexity into structured, sustainable opportunity."





FirstFounders Positions 2026 as Inflection Point for Venture Building in Africa

David Lanre Messan
CEO, FirstFounders

FirstFounders has entered 2026 with a strategy focused on structured venture creation, operational discipline, and technology-driven scale across Africa's innovation ecosystem.

According to its Chief Executive Officer, David Lanre Messan, the company views the year as a defining moment for institutional venture building on the continent.

In a climate shaped by inflationary pressure, currency volatility, and tighter capital flows, venture building must become more structured and disciplined," Messan said. "Our focus is not simply investing in startups but engineering the systems that allow ventures to emerge, scale, and survive.

Rather than operating as a traditional investment firm responding to market cycles, FirstFounders is strengthening its venture studio architecture as a mechanism for managing risk and creating resilient businesses. The firm entered 2026 following a year of internal strengthening that included tighter governance controls, refined capital allocation discipline, and closer integration of execution teams.

Messan explained that the company's startup factory model is designed to prioritize repeatability, embedding operational oversight from the earliest stages of ideation through scaling. This structure is intended to lower startup mortality rates while increasing speed and capital efficiency.

Artificial intelligence has become a central pillar of the company's strategy. FirstFounders is concentrating on AI-native opportunities across fintech, consumer, and entertainment sectors within Africa's rapidly expanding digital economy.



"AI is not a peripheral enhancement for us," Messan said. "It is foundational infrastructure powering validation, automation, and scalable growth across our portfolio companies."

A major focus for 2026 is the expansion of the firm's F2 Playbook, a structured venture building framework designed to standardize processes across more than 20 startups. By centralizing engineering, product development, and legal support, the company aims to generate operational leverage and improve execution quality.

"Our ambition is to institutionalize entrepreneurship," Messan added. "By combining disciplined venture building with strong ecosystems, we believe Africa's economic complexity can be transformed into scalable opportunity."

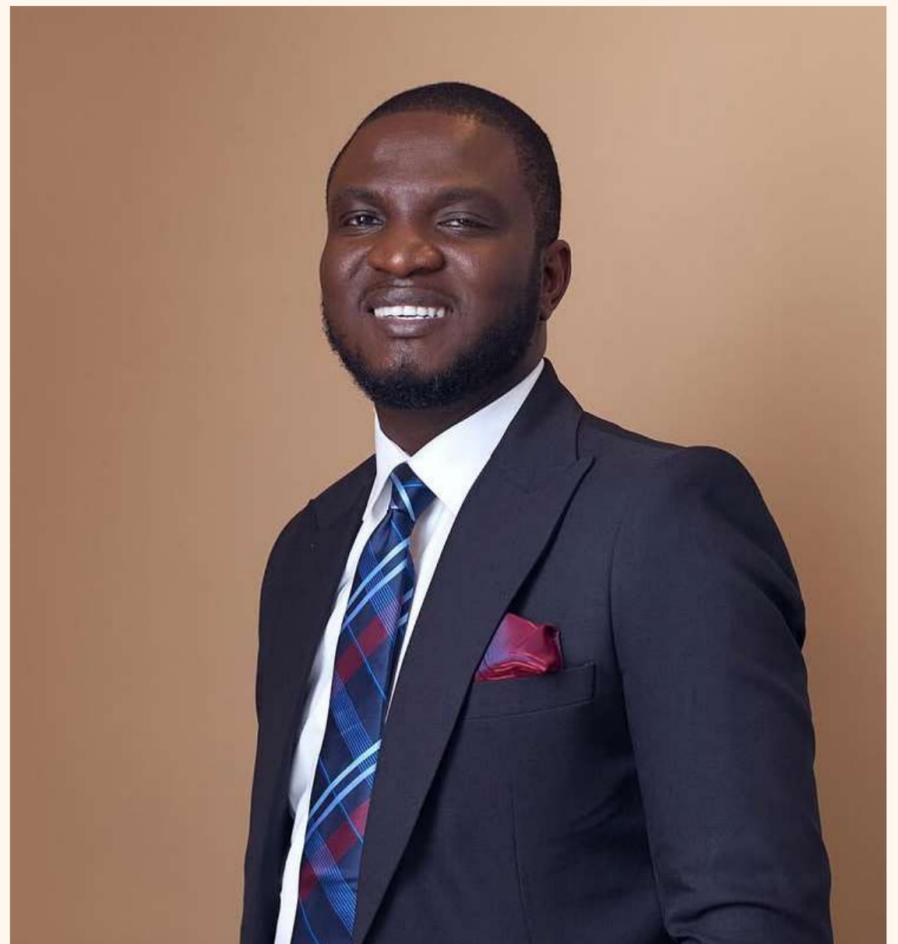
Olusegun Enitan Dada
MD/CEO, ITH Holdings

Positioned for Disciplined Growth in 2026

The outlook for ITH Holdings reflects a balance of realism and opportunity, according to its MD/CEO, Olusegun Enitan Dada. While Nigeria's macroeconomic conditions remain challenging, the Group believes the continued acceleration of digital adoption across industries will drive demand for technology infrastructure, enterprise software, and financial technology solutions in the years ahead.

ITH Holdings enters 2026 with a cautiously confident outlook. Inflationary pressures, foreign exchange volatility, and rising operating costs continue to shape the business environment in Nigeria. These conditions present real challenges for companies across sectors. At the same time, experience operating in complex markets has shown that periods of pressure often create opportunities for organisations that are well prepared and strategically positioned. Over the past two years, the Group has taken a series of structural and strategic decisions aimed at strengthening its operational capacity and positioning its businesses for sustainable growth.

As a result, the company approaches 2026 with a focus on deliberate and disciplined expansion. Its operating companies, IT Horizons, ZojaTech, and ZojaPay enter the year with clearer strategic direction, stronger client relationships, and a deeper understanding of the markets they serve. Demand for digital infrastructure, enterprise software, and financial technology solutions continues to grow as businesses and individuals increasingly rely on technology to improve efficiency, security, and accessibility.



The Group's priorities for the year include strengthening the depth of its core capabilities, investing in high-quality talent, and continuing to build trusted relationships with clients and partners. Maintaining strong governance and operational discipline will also remain critical as the organisation grows. With a diversified portfolio and long-standing relationships across its markets, ITH Holdings believes it is well positioned to navigate current conditions while continuing to expand its impact within Nigeria's evolving digital economy.

Measured Optimism Shapes Future Africa's 2026 Growth Outlook



Iyinoluwa Aboyeji
Co-Founder, Andela & Flutterwave

Under the leadership of **Iyinoluwa Aboyeji, co founder of Andela and Flutterwave**, Future Africa projects a 2026 outlook centered on institutional depth and ecosystem reinforcement.

The firm's forward view prioritizes strengthening the foundational architecture that enables durable company building across the continent. Rather than anchoring performance expectations to short term valuation growth, the emphasis is on governance maturity, strategic coherence, and long horizon value creation.

Capital allocation in 2026 is expected to remain disciplined and thesis driven. The firm anticipates directing resources toward ventures that address structural economic challenges while demonstrating operational resilience and adaptability. Macroeconomic volatility is viewed less as a constraint and more as a filtering mechanism that rewards founders with clarity, cost discipline, and systemic awareness.

Founder development will continue to shape portfolio performance. The outlook signals deeper integration of mentorship networks and operator led guidance, reinforcing decision making maturity and iterative execution across investments. By pairing capital with experiential insight, the firm aims to strengthen organizational resilience and reduce fragility within early stage ventures.

Ecosystem coordination is projected to expand further in 2026. Strategic engagement with universities, regulatory institutions, capital partners, and talent communities is expected to reinforce interconnected support systems for innovation. This collaborative approach reflects the belief that sustainable enterprise growth requires aligned infrastructure beyond individual startups.



Overall, the 2026 outlook reflects measured optimism grounded in structural clarity. Through disciplined deployment of capital, reinforced governance frameworks, and ecosystem level collaboration, Future Africa positions itself to support a more durable and systemically integrated phase of African innovation and economic transformation.

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