Alumni magazine

In-touch

Keeping our connections alive

September 2026

Upcoming event

Save the date

PwC Alumni Reunion 2026

Join us as we bring our alumni community together.

Theme

Connect.Collaborate.Create

9 October 2026

Click to RSVP

#YourNetworkForLife

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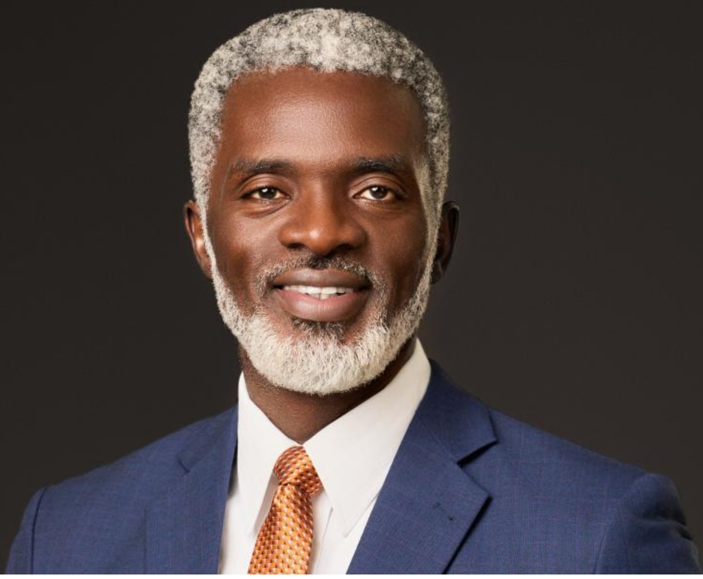

A message from our Country Senior Partner, Sam Abu

Dear Alumni Community,

In April 2025, we launched our first major brand refresh in over ten years. Our refreshed brand reimagines how we connect with our clients, our people, and our communities; reaffirming our commitment to be bold, tech-focused and client-centric.

Many of you built your professional foundations at PwC, and even as your careers have taken you in new and exciting directions, your connection to the firm remains a part of our story. It is natural to feel a sense of nostalgia when familiar elements change, but that sense of continuity is precisely what guides how we evolve. Our values, our commitment to quality, and our focus on trust remain firmly in place.

Over the past year, PwC Nigeria has continued to work closely with businesses, policymakers, and institutions navigating a complex and fast-evolving environment. From conversations on economic reform and fiscal sustainability to discussions around technology, data, and responsible innovation, our focus has remained consistent: helping organisations make sense of uncertainty and move forward with confidence. These engagements are shaped by dialogue, shared perspectives, and the collective experience of people across our network, many of whom are PwC alumni now leading change from different vantage points.

That is why the alumni community matters deeply to us. You are leaders, decision-makers, and influencers across sectors, and your successes continue to strengthen the PwC brand long after you leave the firm. Our engagement with alumni is not about looking back, but about building forward, grounded in shared values, enduring relationships, and mutual trust.

As PwC continues to evolve, so too does the way we stay connected with you. In Touch remains one of the ways we sustain that connection by sharing stories, insights, and moments that reflect both where the firm is today and the diverse paths our alumni have taken.

Thank you for remaining part of the PwC community. I look forward to continued engagement and collaboration as we work together, in different roles and spaces, to help build a resilient and trusted future.

Sam Abu
Country Senior Partner

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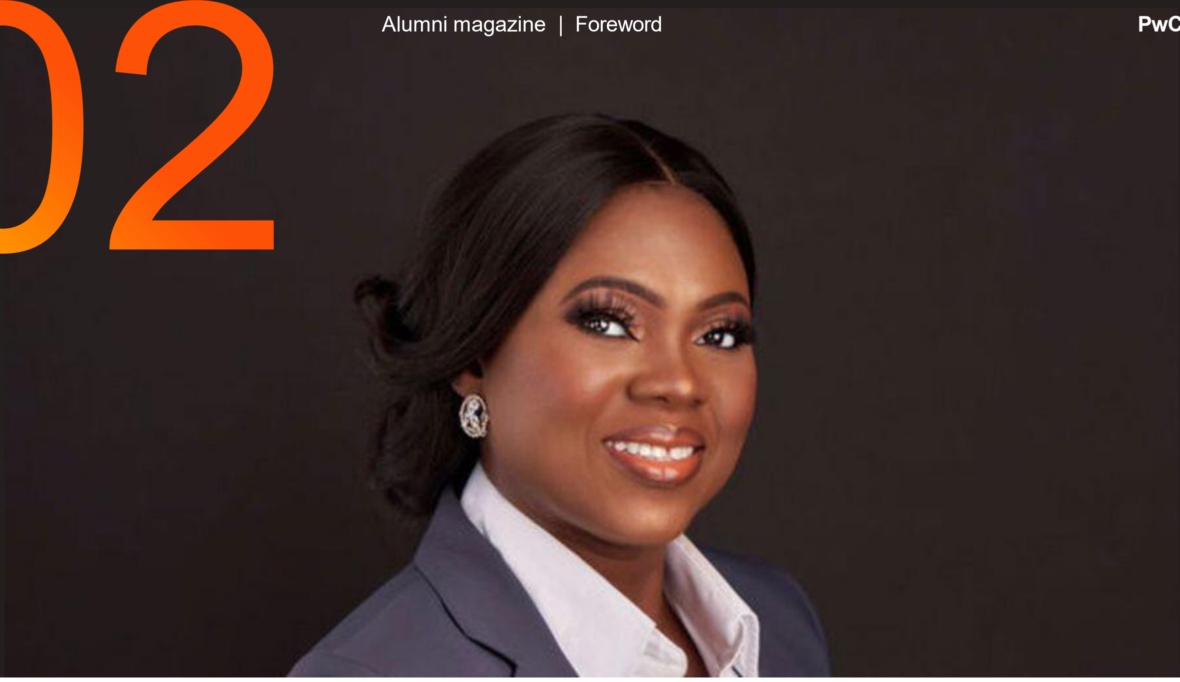


Foreword

It is my pleasure to reconnect with you through the latest edition of In Touch, our magazine for PwC Nigeria alumni.

This edition features an in-depth conversation with Odunayo Odunlami, Chief Financial Officer of Livespot Group, whose career spans audit, consulting, financial services, and now the fast-growing entertainment industry. He reflects on formative PwC experiences, leadership lessons, and the adaptability required to build impact across diverse sectors.

We are also pleased to introduce a first for the magazine, our inaugural contributor article. Chiwueze Ihebuzor a service design practitioner draws on his recent experience supporting election delivery in Canada to explore leadership under pressure, and the responsible use of AI.

These features sit alongside 'Spotted!', which captures moments of reconnection within our alumni community, and highlights celebrating alumni achievements across borders and professions.

Wherever your journey has taken you, we are glad to stay in touch, and we look forward to what lies ahead.

Obioma Ubah
Alumni Relations Partner

If you have a story, recent achievement, or feedback you would like to share with the alumni community, please write to us at ng_cmd_nigeria@pwc.com.

You can also join our alumni conversations on Telegram.

PwC news

Advisory leadership change

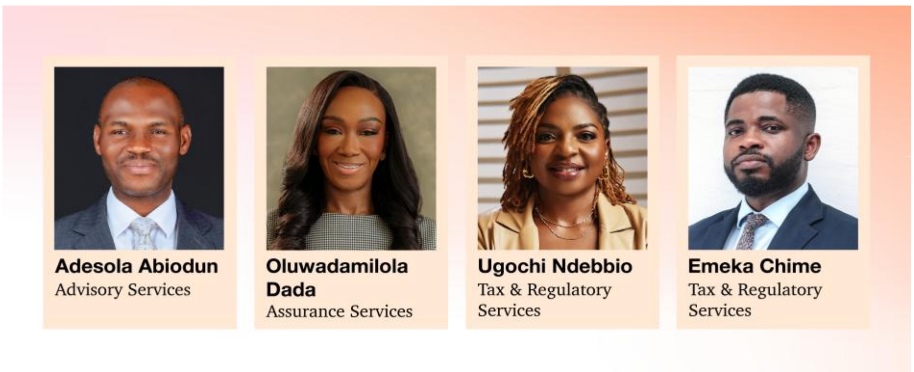
Femi Osinubi has been appointed PwC Africa Advisory Leader.

His appointment reflects the strength of our network across Africa and our focus on serving clients at scale across the continent.

2026 partner admissions

We are proud to announce the admission of our newest partners to the PwC Nigeria partnership.

Adesola Abiodun, Oluwadamilola Dada, Ugochi Ndebbio and Emeka Chime.



AGM 2026

We held our Annual General Meeting (AGM) on 24 July, bringing colleagues together to celebrate our achievements and enjoy quality time together.

Sustainability breakfast

We hosted a sustainability breakfast session under the theme: Leveraging data architecture and AI to strengthen IFRS S1 & S2 sustainability disclosure. We also launched an ESG reporting AI agent.

Annual Whistleblowing Webinar

We hosted the 2026 edition of our Annual Whistleblowing Webinar, themed, ‘The future of whistleblowing in Nigeria: Legislative progress and reporting pathways’.

Executive Roundtable on Nigeria’s 2026 Budget and Economic Outlook

We hosted the Executive Roundtable on Nigeria’s 2026 Budget and Economic Outlook themed, ‘Nigeria Economic Outlook 2026: The Executive Playbook for Growth, Resilience and Efficiency’.

We launched three publications at the roundtable:

- PwC’s 29th Global CEO Survey report: Nigerian perspective,
- West Africa economic outlook 2026 and
- Nigeria’s 2026 Budget and Fiscal Strategy Insights.

Executive Summit on Nigeria’s Tax reforms

We hosted our Executive Summit on Nigeria’s Tax reforms with C-suite executives and business leaders to explore the strategic implications of the 2025 tax reform.

Executive forum on Nigeria’s tax reform in Abuja

We hosted our Executive forum on Nigeria’s tax reform in Abuja. Our tax leaders spoke on the theme ‘Adapting to Nigeria’s evolving fiscal landscape’.

PwC's Data Privacy Week

We celebrated Data Privacy Week, reaffirming our commitment to safeguarding data, building trust and embedding responsible data practices in how we work every day.

International Women's Day 2026

We celebrated International Women's Day with a series of events including Leadership circle, a session on branding, shopping and fashion exhibition, a gift exchange mixer, and an interactive Mentor Mum session.

FY26 culture week

We held our FY 26 culture week showcasing our culture through engaging short films and activities such as growth talks and a treasure hunt.

We launched Mentored, a platform for men

We launched a platform for PwC men to connect and support mutual growth in Lagos, Port Harcourt and Abuja. The launch featured an interactive session focused on everyday habits that foster discipline, and a football watch party.

Annual Power and Utilities Roundtable

We hosted the 2025 edition of our Annual Power and Utilities Roundtable themed, 'Nigeria's multi-tier electricity market: Imperatives for successful evolution'.

Accounting Firm Football Tournament

PwC emerged champions of the first-ever Accounting Firm Football Tournament, held from 6 September to 6 October 2025. We contested alongside Deloitte, KPMG, EY, SIAO, Forvis Mazars, Kreston Pedabo, and Stransact Partners.

Our players also received major awards including Most Valuable Player (MVP) and Golden Glove for the tournament’s top goalkeeper

Ikoyi Club Ladies’ 50th anniversary golf tournament

We were one of the headline sponsors of the Ikoyi Club Ladies’ 50th Anniversary Golf Tournament, themed “Go Beyond – Golf and Golfing.” Team PwC participated in the press conference, welcome cocktail and the mini golf masterclass sessions where we shared insights on Nigeria’s 2025 tax reforms.

PwC-NCF National U-17 Cricket Championship

PwC continued its longstanding support for youth development by sponsoring the seventh edition of the National Under-17 Cricket Championship

International White Cane and Safety Day

We were sponsors of the International White Cane and Safety Day 2025

Commercial and Industry Products and Services (CIPS) industry breakfast session

We hosted the Commercial and Industry Products and Services (CIPS) industry breakfast session, themed ‘Building supply chain resilience in a dynamic operating environment’.

AGM 2025

We had an incredible time at our 2025 Arabian-themed AGM, an evening filled with vibrant colours, great energy, and unforgettable moments

Leadership Lunch with Dion Shango and Sam Abu

Our Leadership Lunch series featured Dion Shango, Africa CEO, and Sam Abu, Regional Senior Partner, engaging with Partners and Directors from across the continent to foster collaboration across teams, regions, and markets.

Global People Survey (GPS)

To celebrate our Global People Survey, we hosted a networking session that brought colleagues together to connect, reflect, and reaffirm our commitment to 'speak up' culture.

Children's Day 2025

In celebration of Children's Day, we welcomed our bright, curious mini-stars, who filled the office with joy.

Independence Day 2025

We commemorated Independence Day by wearing attires that celebrate Nigeria.

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In-touch with Odunayo Odunlami, CFO Livespot Group

Looking back at your time at PwC, is there a memorable experience that stays with you?

PwC gave me a lot of great experiences. I worked on solid projects with great people, built strong friendships, and overall, I genuinely had a good time there.

But one experience that really stands out for me, mainly because of the circumstances, is one that was not exactly work related, but it still captures what PwC was like and the kind of people you met there.
I am not even sure Osere will remember this. Osere Alakhume was already a Partner at the time, and I was either an A1 or a Senior Associate.

It was a weekday and it was a Champions League night. I remember it very well. I had left the office, and my car broke down on Third Mainland Bridge. I was stranded, and it was getting late.

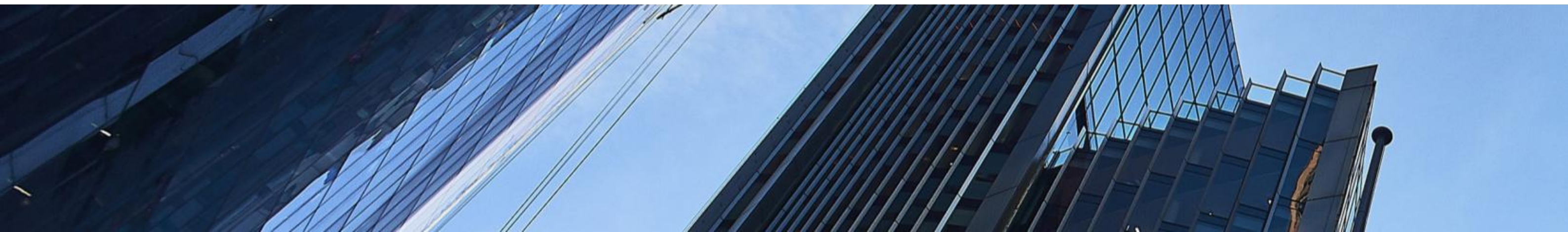
Now here is the funny part. Earlier in the evening, I had been giving him score line updates. This was before live updates were as seamless as they are now, so sometimes you relied on people for updates.

At some point after the breakdown, I called him. And honestly, of all the people I could have called, it still makes me laugh that I called a Partner.

But he came through. He drove all the way from his house in Opebi to Third Mainland to pick me up and drop me off.

That moment really stayed with me. It was kind, it was generous, and it showed a human side that you do not forget.

I had many memorable experiences at PwC, but that one still stands out and always makes me smile when I remember it.



You have impressive and diverse finance experience, covering consulting, ecommerce, financial institutions, travel, and now, entertainment. How has your experience shaped your career journey and what key lessons have stayed with you along the way?

My experience has shaped my career journey by giving me a strong foundational focus on the technical aspects of accounting and finance. This comes from starting my career in audit with a firm like PwC. From there, I developed a deep appreciation for the discipline and technical rigor that the accounting profession requires.

Beyond that technical foundation, another major influence has been the constant drive to achieve results and create value. Working in a multinational environment and carrying out assurance work across different industries gave me a certain level of openness and confidence. It reinforced the belief that with the right mindset and understanding of business fundamentals, you can operate in any industry and still create value.

Over time, this has helped me approach every opportunity from the standpoint of the value I can create, irrespective of the industry. It has also encouraged me to focus on the underlying principles of business that remain constant across sectors.

That perspective has made it easier for me to transition across industries, from consulting to ecommerce, financial institutions, travel, and now entertainment. Looking back, it has given me what I would describe as a kind of conglomerate view of business, where I am able to adapt quickly and hit the ground running in different sectors.

In terms of the key lessons that have stayed with me along the way, the primary one is the need to consistently create value and provide solutions. Another important lesson is the importance of collaboration, working effectively within teams and across teams.

Communication has also been a critical success factor. The ability to communicate clearly, tell the story behind the numbers, and guide decision making becomes increasingly important as you evolve in your career. In my experience, especially as I progressed into leadership roles and eventually into the CFO role, the ability to tell that story and provide clarity becomes even more crucial.

Another key lesson has been the importance of managing people and managing emotions. In leadership roles you encounter a wide range of situations and personalities. Being able to navigate those circumstances, manage relationships, and work effectively with people at different levels, from team members to peers to executive leadership and the board, is essential.

Finally, having an end-to-end holistic view of the business is very important. It allows you to anticipate issues, provide solutions proactively, and put in place the frameworks needed to create long term value for the business.

We often see colleagues shift from consulting into various industry roles, but not many move to the entertainment industry. What makes this industry special for you? And is it actually as fun as it looks?

Let me start by clarifying something. I did not exactly have a grand plan to move into the entertainment space.

At the time I made the decision to join the industry, it simply felt like the right thing to do. It aligned with where my career was heading at that point and also with my disposition and personal inclinations.

If you had asked me ten or fifteen years ago whether I would end up in entertainment, I probably would have said no. At that stage in our careers, many of us are focused on what we consider the more traditional or “serious” career paths. So, it was not something I had mapped out from the beginning. But when the opportunity came a few years ago, it felt right and very much in sync with my career journey at the time.

What makes the industry special for me is how relatable it is. The environment is somewhat informal or semi formal, yet the work itself is very serious. There are clear targets, clear deliverables, and the industry is very project driven. There is a lot of project management involved and a lot of technical work behind the scenes, even though it may not always appear that way to the outside world.

Another thing that makes entertainment special is its ability to bring ideas to life. People have creative concepts, perspectives, and plans, and the entertainment space provides the platform to turn those ideas into real experiences that people can see and feel. That is quite powerful.

If you think about it, there are very few industries in the world that do not have some direct or indirect connection to entertainment. From the biggest sporting events in the world, to major concerts, to global box office productions, entertainment cuts across many aspects of modern life.

What is also interesting is that a lot of the work happens quietly in the background.

In that sense it reminds me a bit of consulting and audit. You have teams of diverse professionals working together, often behind the scenes, putting in a lot of effort to deliver an outcome. In audit, for example, you work privately as a team and then the result appears publicly in the form of audited financial statements. There is a certain satisfaction when you see the final output and know you contributed to it.

It is quite similar in entertainment. You work behind the scenes to curate ideas, design experiences, and manage projects. Then eventually the event or the show happens, and the public experiences the final product. Seeing that come together is very satisfying.

Another reason the industry stands out is how much it has grown and how seriously it is now taken globally. Entertainment is increasingly a major economic driver. Countries are investing heavily in it. You see global events being hosted in places like Saudi Arabia, major sporting events, concerts, boxing matches, UFC fights, and so on. It shows how the industry has expanded and how influential it has become.

From the projections we see in industry reports, the sector is only going to grow even further over the next few years. That tells you just how important and valuable this industry has become globally.
Now, on the question of whether it is actually as fun as it looks, I would say yes, it really is.

Part of that comes from the relatability of the work and the culture around it. The environment is less rigid compared to more traditional industries. There is a certain freedom in how people express themselves, even in simple things like how people dress or interact at work. It allows people to bring more of their personality into what they do.

At the same time, the technical side of the work is not lost. The industry still requires strong project management, financial discipline, operational coordination, and all the technical responsibilities that come with roles like finance, treasury, HR, IT, and operations. So while the environment may feel more relaxed, the expectations and standards are still very high.

For me personally, I have always enjoyed aspects of the creative world. I enjoy poetry, music, classical music especially, and films. So being able to work in an industry that connects with those interests, while still applying the professional and technical skills I have developed over the years, is very rewarding.

Doing something you genuinely enjoy in an environment that allows creativity and expression while still delivering serious results makes the experience quite fulfilling.

So yes, it really is a great deal of fun.

What advice would you give to current PwC professionals considering a similar transition?

I would approach this from two perspectives. One is transitioning out of consulting, and the other is transitioning into the entertainment industry. They are related, but they are also somewhat different conversations.

The first thing to consider in any transition is clarity. You have to be sure of what you want. That means taking the time to properly define what you want for yourself. You need to know yourself, understand where your strengths lie, what drives you, what kind of work you enjoy, and where you see yourself in the next five or ten years if you are able to think that far ahead.

It is important to be intentional about the kind of opportunities you pursue and the kind of environment you want to be in. You may not always have a specific company or role in mind, but you should have a clear sense of direction.

Timing is also very important. If you are considering leaving consulting or audit to move into industry, you need to think carefully about when to make that transition. At what stage in your career will the move make the most sense for you? That timing can make a big difference.

Now, if you are specifically considering moving into entertainment, there is something important to understand. The industry may appear informal from the outside, and it can indeed be fun, but it does not reduce the demands of the work. The expectations around delivery, performance, and results are still very high. In many cases, the workload can be just as demanding, if not more demanding, than what you might experience in other industries.

So, you have to be sure that it is something you genuinely want to do. Every career path, in a sense, is a calling. You need to be comfortable with the nature of the work and the pace of the industry. If someone is looking for very quick wins or constant change every few months, they may need to reflect carefully before making that move. You want to avoid getting into a new role and then realizing six months or a year later that it is not what you expected.

Another important point is the value of relationships. Once you have clarity about what you want, it becomes important to connect with the right people and collaborate with the right networks. The entertainment industry is large globally, but in any particular market, the number of established players may still be relatively concentrated. Building the right relationships and learning from people who are already active in the space can be very helpful.

That said, the opportunities in the industry are growing. There are more local players emerging, and there are also international companies showing increasing interest in markets like Nigeria.

But it is important to approach the industry with the right mindset. Entertainment is just as serious as industries like banking, consulting, or oil and gas in terms of the expectations placed on professionals. The demands on your time, your focus, and your performance remain very real.

Once you understand that and you are clear about what you want, then the path is open for you to take. And I can only wish anyone considering that transition the very best.

PwC's Africa Entertainment & Media Outlook (2025-2029) shows live entertainment revenue in Africa rebounding and surpassing pre-pandemic levels. From your vantage point at Livespot, what do you think is driving this resurgence, particularly in Nigeria?

When you consider where entertainment currently is in Nigeria and across Africa, and what the projections show, especially in PwC's Africa Entertainment and Media Outlook report, a big part of what is driving the resurgence is connectivity.

There is now stronger global connectivity and more cultural overlap, with more multicultural interactions. Some of that existed before the pandemic, but the pandemic accelerated it. It taught us that you do not always have to be physically present for things to happen. Because of that shift, our digital footprint expanded and became even more relevant post pandemic.

And once that happened, it created more avenues for entertainment. It created more ways for people to connect, socialise, and share experiences. People now have more options for how they engage with entertainment, how they consume it, and how they participate in it.

A simple example is film. Before the pandemic, the biggest releases were largely tied to cinemas. Even though streaming platforms existed, there was a perception that streaming content was not truly at the same level as box office experiences. The idea was that if you wanted the real "big movie" experience, you had to go to the cinema.

Post pandemic, that has shifted. Streaming platforms now release big budget content that people genuinely look forward to, and audiences are comfortable experiencing major releases in different formats, not only in cinemas. Cinemas are still relevant, but consumption has expanded beyond that single channel.

That is just one example, but it applies across live entertainment too. People have found new ways to socialise and new ways to experience entertainment, and that has influenced how entertainment is expressed and delivered. In many ways, entertainment is an expression of how people live. As lifestyles have evolved, entertainment has evolved alongside them.

So, the resurgence we are seeing is coming from that expanded footprint. More platforms, more formats, more access, and more opportunities for creativity to be expressed and commercialized than we had before the pandemic.

I also do not see it slowing down. If anything, I see it accelerating. More corporations are investing, spending more time, and deploying more resources to take advantage of these opportunities. Nobody wants to be caught napping, because the space is moving quickly and the upside is significant.

And because this growth is tied to connectivity, it also increases the importance of internet access and data. So multiple players benefit from the ecosystem.

Overall, I think this resurgence is not only here to stay, it is going to keep evolving, expanding, and becoming even more pronounced over the coming years.

AI has been trending as a major productivity booster. From your perspective, how is GenAI reshaping finance roles, and do you see similar transformations happening in the entertainment industry?

AI is already influencing work culture across every industry, and entertainment is definitely not left out. It is affecting how we work, how roles are structured, and how outputs are produced, across board.

On how GenAI is reshaping finance roles, my candid perspective is that it is happening for sure, but the full extent is still unfolding. I think AI will do more to modify roles than to eliminate them completely. There is a school of thought that entry level roles are the most exposed right now, and that some companies will try to replace parts of entry level finance work with AI. That may happen to some extent, but how far it goes remains to be seen.

I also have a fairly pragmatic view of how AI will influence finance specifically, because finance and accounting are nuanced. The fact that AI failed an accounting exam on its first attempt actually says a lot about the judgement, context, and interpretation involved in accounting and finance work. So I think what we will likely see is a more hybrid culture where AI helps people scale, rather than eliminating the need for human finance professionals entirely.

For finance professionals, the direction is clear. People need to keep developing themselves technically and then learn how to harness AI as a tool to work faster, work smarter, and produce better quality outcomes than they currently do. The people who combine strong fundamentals with the ability to use AI effectively will be the ones who stand out.

In entertainment, I think the conversation is similar, but the anxiety can sometimes be even higher. When you see AI do in seconds what people used to spend hours doing, it naturally creates questions around creative work and production. I do not think handing over the full fate of entertainment and production entirely to AI is realistic, at least not in the near term. But it is also clear that AI has a role to play.

So, just like in finance, I think the key is adaptation. Individuals and companies need to understand where AI fits into their workflow, how to plug into it, and how to use it responsibly to enhance creativity and productivity. At the same time, people still need to keep building their own technical and professional capabilities, because ultimately, AI works best when it is guided by strong human judgement and expertise.

What skills do you think will be most critical for finance professionals in the next five years?

Ordinarily, this should be a straightforward question. But over the last few years it has become more complex than it used to be.

For finance professionals looking ahead five, ten, or even fifteen years, the first and most fundamental requirement will always be technical competence. That goes without saying. Technical knowledge remains the foundation on which everything else is built. Without that foundation, it is difficult to function effectively as a finance professional, regardless of how advanced technology or artificial intelligence becomes.

Beyond technical skills, collaboration will become increasingly important. The ability to work effectively in teams is critical. Even though the world has become more digital and sometimes it may seem as if human interaction has reduced, the truth is that collaboration remains essential. Finance professionals today are no longer just number crunchers. The role has evolved into one that involves value creation, partnership with operations, and participation in broader business decision making. That makes teamwork and collaborative thinking extremely important.

Communication is another skill that I believe is sometimes underestimated. Finance professionals must be able to communicate clearly, not only through emails or written reports, but also verbally and in real time. Many situations require you to explain numbers, insights, and implications on the spot. The ability to tell the story behind the numbers is what often distinguishes strong professionals from others. It requires the ability to understand information, process it, and communicate it in a way that makes sense to stakeholders and decision makers.

Leadership is also a key skill. Finance professionals are increasingly expected to be thought leaders within their organizations. Finance sits at the centre of the business because almost every major decision passes through a financial lens. As a result, finance leaders must be able to guide thinking, provide direction, and contribute meaningfully to strategy.

Confidence also plays an important role. Finance professionals deal with a significant amount of information, data, analysis, and increasingly, outputs from technology and artificial intelligence. You must be able to interpret that information, stand behind your analysis, explain the numbers, and provide solutions or recommendations to the business.

Finally, there is the role of artificial intelligence. Finance professionals will need to understand how to use AI effectively. In many ways, it is similar to how earlier generations of professionals had to learn tools like Excel and become proficient in them. AI will increasingly become another important tool.
However, AI remains a tool. At best it can serve as a powerful professional assistant. It cannot replace fundamental competence. Finance professionals still need to build the underlying capabilities, technical expertise, collaboration, communication, and leadership. AI can then be used to enhance and amplify those abilities.

If those foundational skills are not in place, AI can only take someone so far. Ultimately, human judgement, critical thinking, and professional experience will continue to play a central role in finance. And I do not see that changing anytime soon.

Can you share a recent experience that really energised you - whether it was a standout project at work, a trip you took, or something you pursued outside of work. What made it exciting for you?

The experience that definitely stands out for me is enrolling in, and being part of, the CFO programme at Columbia Business School. I am rounding up now. I started about six months ago.

It has been quite relevant for me, quite timely, and genuinely exciting. Because it is a CFO programme that is properly tailored for CFOs and aspiring CFOs, the conversations have been very practical and very real.

One of the most energising parts has been the opportunity to connect with top professionals, not only CFOs from different places, but also facilitators and experienced leaders who share perspectives, lessons, and real life experiences. The exposure and the learning have made the last few months very engaging.

In the middle of the programme, I also travelled to the US and had the chance to visit Columbia Business School's campus. Being on campus and experiencing the ambience in person was a highlight for me. It made everything feel even more real and reinforced why I committed to the programme in the first place.

Overall, the learning, the interactions, the network, and the resources available through the programme have been genuinely energising. And I am really looking forward to applying the insights and putting the relationships and learnings to work going forward.

Alumni news

Moshood Olajide appointed Group CEO, Axxela Limited

African gas and power company, Axxela Limited has appointed Moshood Olajide as its Group Chief Executive. Moshood previously worked at PwC for seven years.

Ritchie Wingo appointed Deputy Group Managing Director, Hallmark Global Petroleum Limited (HGPL)

Oil and gas servicing company, HGPL has appointed Ritchie Wingo as its Deputy Managing Director. Ritchie worked at PwC as Director, Oil and Gas.

Seyi Onasanya appointed Chief Operating Officer, NiRA

Nigeria Internet Registration Association (NiRA) has appointed Seyi Onasanya its Chief Operating Officer. Seyi worked at PwC for 12 years in People & Organisation unit.

Yemisi Ayeni appointed Independent Non-Executive Director, Dangote Sugar Refinery

The Board of Directors of Dangote Sugar Refinery Plc appointed Yemisi Ayeni as Independent Non-Executive Director. Yemisi started her career in Price Waterhouse.

Ayo Adepoju appointed Group Executive Director, Ecobank Transnational Incorporated (ETI)

Ecobank Transnational Incorporated (ETI) has appointed its Group Chief Financial Officer, Ayo Adepoju, to the Board as Group Executive Director. Ayo started his career at PwC within the Financial Services practice.

Mories Atoki appointed Advisory Board Member of Africa Film Finance Forum (AFFF)

Infrastructure platform, AFFF has appointed Mories Atoki as one of its Advisory Board Members. Mories spent six years at PwC. Mories remains the CEO of the African Business Coalition for Health (ABCHealth).

Temidayo Ojo appointed CEO of Jumia Group

Jumia Group recently appointed Temidayo Ojo as the new CEO of Jumia Nigeria. Temidayo worked at PwC Nigeria for three years before moving to PwC UK.

Uyi Akpata appointed Non-Executive Director and incoming Chair of the Audit and Risk Committee, Savannah Energy.

Uyi Akpata, has been appointed Non- Executive Director and incoming Chair of the Audit and Risk Committee by British independent energy firm, Savannah Energy Plc. Uyi was at PwC Nigeria for forty years before retiring in 2024.

Ijeoma Taylaur appointed Board Member, NSIA

Nigeria Sovereign Investment Authority (NSIA) appointed Ijeoma Taylaur to its Board of Directors. Ijeoma previously worked in the oil and gas unit at PwC.

Titilayo Fowokan formally inducted as Member of the National Institute (mni)

Titilayo Fowokan recently graduated from the National Institute for Policy and Strategic Studies (NIPSS) and was formally inducted as a Member of the National Institute. Titilayo started out her career in Price Waterhouse.

Ikeazor Okonkwo appointed Chairman/CEO of Anambra State Internal Revenue Service (AIRS)

Anambra State Government has appointed Ikeazor Okonkowo as Chairman/CEO of Anambra Internal Revenue Service (AIRS). Ikeazor started his career at PwC and spent six years in the financial services unit before moving to PwC UK.

Taiwo Oyedele appointed Minister of Finance and Coordinating Minister of the Economy of Nigeria.

The Senate of Nigeria has confirmed Taiwo Oyedele Honourable Minister of Finance and Coordinating Minister of the Economy of Nigeria following his nomination by President Bola Ahmed Tinubu. Taiwo started his career at PwC and stayed on for 22 years.

Chiamaka Nnake appointed SSG, Anambra State

The Anambra State Government has appointed Chiamaka as Secretary to the State Government. Chiamaka was a Senior Strategy Consultant at PwC.

Temitope Yusuff appointed VP, Group Audit & Risk at IHS Towers

IHS Towers has appointed Temitope Yusuff as Vice President, Group Audit & Risk. She previously spent eleven years at PwC Assurance unit.

Ademola Akogun appointed Managing Director of Investment Banking at Zedcrest.

Zedcrest has appointed Ademola Akogun as Managing Director of investment banking. He previously worked in the corporate finance unit at PwC.

Yetunde Demuren appointed Chief Financial Officer at Axxela Group.

Energy solutions company, Axxela Group has appointed Yetunde Demuren as Chief Financial Officer. Yetunde previously worked in the Deals advisory unit at PwC.

Sylva Ifedigbo has been appointed Director, Corporate Communications at IHS Towers.

HIS Towers has appointed Sylva Ifedigbo as Director, Corporate Communications. Sylva previously spent eight years in PwC’s marketing unit.

Chukwukadibia Okoye appointed Commissioner for Budget and Economic Planning

The Anambra State House of Assembly has confirmed Chukwukadibia Okoye as Commissioner for Budget and Economic Planning. He previously worked at PwC for four years.

Emmanuel Omuojine appointed Managing Director, Rainoil Limited

Rainoil Limited has appointed Emmanuel Omuojine as Managing Director. Emmanuel worked at PwC for nine years.

Idris Ayinde appointed Director of Accounting Policy at Nscale

Nscale has appointed Idiris Ayinde Director of Accounting Policy. Idris previously worked in the Capital Market and Accounting Services unit at PwC.

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Contributor article

By
Chiwueze Ihebuzor

Designing for democracy under pressure

What the field taught me about leadership, AI, and trust

When an election is called, the clock starts ticking, and it never stops.

Unlike most public-sector programs, elections operate on immovable deadlines set by law. Polls must open on time. Results must be delivered credibly. And failure is not an option. Yet behind the scenes, elections are run by temporary, distributed teams brought together under intense pressure to deliver one of democracy's most visible moments.

In 2025, I experienced this reality firsthand at Elections Ontario, Canada's independent electoral management body for the province of Ontario. Working at the intersection of service design, leadership development, and emerging technology during a snap general election reshaped how I think about leadership, AI, and what it truly means to design systems that hold when conditions are least forgiving.

The problem wasn't knowledge, it was time

In Ontario, each election is delivered locally by Returning Officers (ROs), senior officials appointed to manage elections in defined geographic areas called electoral districts. Think of each RO as the head of a temporary organisation responsible for recruiting staff, securing polling locations, training workers, and ensuring legal compliance across their District.

ROs are highly capable professionals. But elections don't wait for perfect conditions. In this case, the election was called unexpectedly, in the middle of winter, despite planning assumptions that suggested up to 18 months of runway before the next event. Preparation timelines were instantly compressed. There simply wasn't enough time to train, retrain, and support thousands of temporary staff using traditional methods alone. To understand why this mattered, it helps to appreciate the scale of the system the Field Leadership Support (FLS) program was supporting.

A provincial election in Ontario spans 124 electoral districts, more than 8,000 polling locations, and tens of thousands of temporary election workers, delivering voting services to nearly 15 million people. Each Returning Officer must execute a complex, legally bound operation under intense public scrutiny and with little margin for error. In that environment, even small gaps in information flow or decision support can cascade quickly. Field support isn't a back-office function, it becomes mission-critical infrastructure.

Reframing field support as leadership, not escalation

The Field Leadership Support (FLS) program was our response and, in many ways, a quiet but radical shift.

Rather than treating field support as transactional problem-solving, FLS reframed it as relationship-based leadership. A small group of highly trusted, cross-functional leaders was embedded as dedicated partners to Returning Officers. Their role wasn't just to answer questions, but to interpret ambiguity, provide judgement, and restore confidence when pressure was highest.

One moment stays with me. Late in the evening during advance polls, an RO called in — not panicked but clearly stretched. Procedures were technically clear, but the situation on the ground wasn't. The FLS lead didn't just quote policy, they talked it through, clarified trade-offs, and helped the RO decide with confidence. The call ended with a pause, then:

"Thank you. I know what to do now."

That is leadership support.

The impact was immediate and measurable: higher trust, fewer escalations, and significantly reduced volume flowing through traditional call-centre channels. More importantly, ROs reported feeling supported rather than managed, a subtle distinction that made a profound difference.

This approach to designing field support as a leadership system, rather than a helpdesk function, later earned the FLS program second place at the Service Design Network's annual Service Design Awards, recognising its impact at scale and its contribution to delivering resilient democratic services.

Where AI fit and where it didn't

ELLA, an AI-powered knowledge assistant, was piloted to support FLS during the election. Its role was intentionally narrow: to help surface authoritative guidance quickly, translate field language into policy language, and reduce the cognitive load of searching through vast documentation while responding to live issues.

ELLA was not designed to replace judgement, and it didn't. Instead, it acted as a force multiplier, allowing human leaders to focus on interpretation and decision- making rather than information retrieval.

In other words, ELLA didn't lead, it enabled leadership.

The pilot also reinforced a critical insight about AI in public service: technology is rarely the limiting factor. AI is only as effective as the quality, structure, and governance of the knowledge it draws from an issue many public institutions are only beginning to confront.

Designing beyond the election event

This systems mindset extended beyond field support. Alongside FLS and ELLA, I worked on the discovery and evolution of the Elections Ontario App exploring how digital tools could better support voters directly in event and non-event years.

The goal was simple: reduce uncertainty before it becomes friction. Whether that meant helping voters choose the most appropriate voting method, understand accessibility features at their polling location, or navigate the process with confidence, the principle was consistent: design for clarity at scale.

We also explored the app's potential as a trusted, two-way communication channel between Elections Ontario and electors, particularly important in an era where misinformation and disinformation can spread faster than official guidance. Rather than relying solely on reactive corrections, a direct digital channel allows election administrators to proactively share authoritative information, respond to emerging narratives, and reinforce public trust in real time, without inserting themselves into partisan spaces.

Across FLS, ELLA, and the EO App, a common design truth emerged: the most resilient services don't wait for people to ask for help. They meet them where uncertainty already exists.

A leadership lesson I'll carry forward

If there's one lesson this experience cemented for me, it's that resilient systems are built on trust, not just efficiency.

AI can accelerate access to information. Design can reduce friction. But in moments of real consequence—elections, crises, institutional stress—people still look for something deeply human: clarity, accountability, and confidence that someone is standing with them when the answer isn't obvious.

FLS worked because it honoured that truth. ELLA worked when it respected it.

Looking ahead

As AI becomes more embedded in public service globally, the question isn't whether institutions should adopt it, they already are. The real challenge is whether we are designing the surrounding systems, governance models, and leadership practices needed to use it responsibly and effectively.

My experience at Elections Ontario reinforced a belief I carry into every role: technology should amplify human judgement, not obscure it. And the most impactful innovations are often the ones that quietly help people do their best work when it matters most.

That, to me, is what designing for democracy truly looks like.

Chiwueze Ihebuzor

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He was previously a Senior Manager in PwC's Experience Centre, and writes regularly on service design, innovation and AI adoption.

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Publications

Pedro Omontuemehn

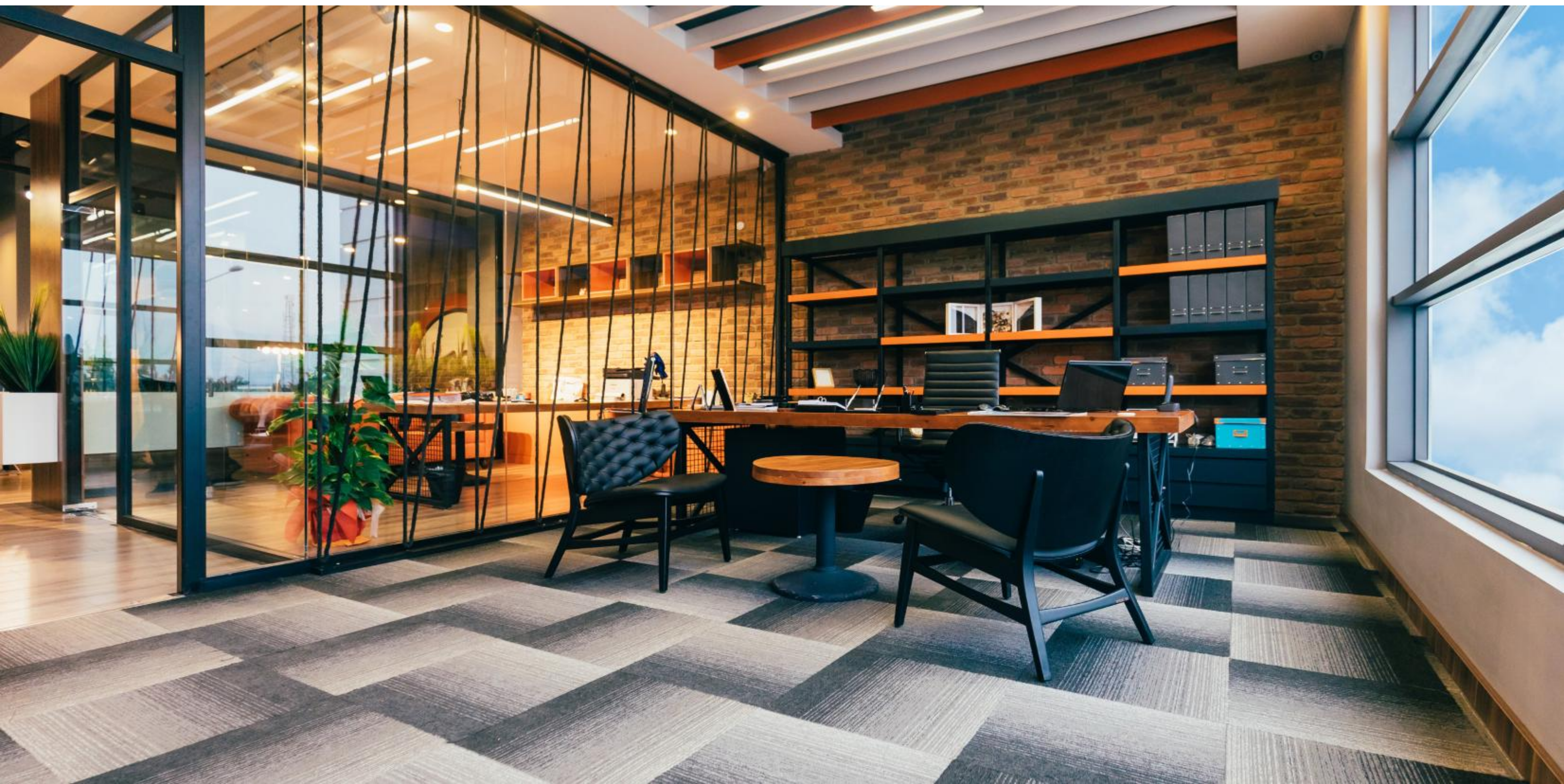
Clients and Markets
Development Leader

In the past year, the world experienced disruption in more ways than one. Technology continued to advance at a pace that reshaped industries. Global politics added its own layer of uncertainty, with shifting leadership in major economies influencing trade policy, regulation and investor sentiment far beyond national borders. At the same time, macroeconomic pressures tested the resilience of businesses, governments and communities across regions.

We've also seen major policy developments in Nigeria, from the landmark Tax Reform Act to new measures such as the proposed solar panel import policy. Tariffs and taxation emerged as growing concerns for business leaders, rising strongly enough to appear in our CEO Survey for the first time. Uncertainty around tariff regimes now sits alongside broader concerns about macroeconomy, technological disruption and Environmental, Social and Governance (ESG).

For us at PwC, disruptions like these reinforce the importance of clear thinking and practical insight. Our flagship publications, including the CEO Survey, the Nigeria Capital Markets Update and the Nigeria Economic Outlook, reflect how business leaders are responding to change and what the future might hold. They combine diligent analysis with the on-the-ground perspective that comes from working closely with organisations navigating this complexity every day.

As always, our goal is simple: to help decision-makers make sense of a shifting world and find the opportunities within it.



Key publications

PwC's 29th Annual Global CEO Survey: Nigerian Perspective

Leading with confidence amid uncertainty and evolving threats

PwC's 2026 CEO Survey reveals surging optimism among Nigerian business leaders, even as cyber risks and talent shortages rise. CEOs are seizing reinvention opportunities, investing in AI, expanding into new sectors, and building resilience to stay ahead.

Read more

2026 Nigeria economic outlook

Turning macroeconomic stability into growth

Easing inflation, a stabilising naira and reinforced reserves signal a more predictable operating environment for 2026. Seven critical issues, from fiscal sustainability to the expanding digital economy, will influence how organisations plan, invest, and compete.

Learn more

PwC's Annual Power & Utilities Roundtable (14th edition)

Reigniting hope in Nigeria's electric power sector

Industry leaders expressed renewed confidence in the sector's outlook, citing reforms that boost stakeholder trust, including the alignment of regulatory and policy frameworks to support the commercialisation of the Nigerian Electricity Supply Industry (NESI).

Read more

West Africa Economic Outlook 2026

Translating macroeconomic stability into sustainable growth

West Africa is entering a phase of renewed economic stability, with inflation easing, currencies stabilising, and growth anchored by stronger domestic demand. Nigeria and Ghana are charting distinct recovery paths, Nigeria driven by market reforms and service-sector momentum, Ghana by fiscal consolidation and disinflation. This Outlook highlights the shifts shaping business confidence and the opportunities emerging across the region in 2026.

Read more

Nigeria's 2026 Budget and Fiscal Strategy Insights

Nigeria's 2026 federal budget reflects a clear shift from spending-led stimulus to reform-driven growth. Set at ₦58.18 trillion, the budget is framed against lessons from 2025, where non-oil revenues outperformed expectations but capital expenditure was consistently under-implemented and debt servicing absorbed a large share of government revenue.

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Nigerian Capital Markets Update

Despite global uncertainty, Nigeria’s capital markets are showing signs of resilience. This edition explores macroeconomic improvements declining inflation, a more stable exchange rate, and stronger non-oil sector output, while examining equity, debt, and private-market activity between July 2024 and June 2025. The report highlights investor sentiment, key regulatory developments, and the trends shaping capital formation.

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Africa Family Business Survey 2025

As the business landscape evolves, family enterprises are balancing the need to adapt with the desire to preserve their legacy. This survey report explores how Africa's leading family businesses are building resilience and positioning themselves for long-term success.

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Policy updates

Nigerian Tax Reforms 2025: Tax insight series and sectoral analysis

The Tax Reform Acts mark one of the most significant transformations of the country’s fiscal framework in years. This report breaks down the implications for sectors including oil & gas, ICT, manufacturing, financial services, and SMEs.

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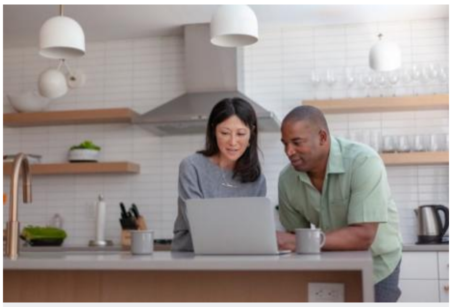

The Nigerian Tax Reform Acts: Top 20 changes to know and top 6 things to do

The Acts comprehensively overhaul the Nigerian tax system to drive economic growth, increase revenue generation, improve the business environment and enhance effective tax administration across the different levels of government. These are the top 20 changes to know about the Acts.

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New immigration rules in Nigeria from 1 May 2025

Nigeria’s updated immigration rules introduce clearer processes, stricter compliance requirements, and enhanced transparency in expatriate administration. This publication outlines key changes affecting work permits, residency, quota allocations, and repatriation protocols, helping organisations adapt to a more structured migration framework.

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Summary of key changes to the Investment and Securities Act 2025

The Investments and Securities Act ("ISA") I 2025 ushers in a new era of capital-market regulation—recognising digital assets, strengthening SEC powers, expanding the definition of investment contracts, and enhancing market infrastructure. This summary distils the most impactful reforms, from improved investor protection to the formalisation of digital-asset exchanges, and outlines what the changes mean for Nigeria's investment landscape.

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Rethinking Nigeria's proposed solar panel import policy

Balancing industrialisation and energy access

Nigeria faces severe energy poverty, with over 85 million people lacking access to electricity. To bridge this gap, especially in underserved communities, renewable energy solutions have become increasingly vital, with solar technologies such as Solar Home Systems (SHS) and mini-grids playing a significant role among other alternatives.

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How the global energy shock could potentially reshape Nigeria's economic outlook

Global geopolitical tensions involving the US, Israel, and Iran have sent oil prices surging. While this presents potential short-term fiscal upside for Nigeria, higher energy prices also risk fuelling inflation. In our latest macroeconomic briefing, we explore how this energy shock could shape Nigeria's economic outlook, outlining key transmission channels, scenario-based outcomes, and implications across sectors.

AI

AI in Nigeria: Opportunities, challenges and strategic pathways

What if AI could supercharge Nigeria's growth?

This report explores how AI is already transforming public services, boosting financial inclusion, and powering industrial productivity, while outlining the governance and actions needed to unlock its full potential.

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AI's dual role in telecom fraud

AI is transforming telecom fraud into a faster, more sophisticated threat, with deepfakes and automated scams driving significant losses in recent years. Yet the same technology is giving telcos powerful new tools to detect suspicious patterns and stop attacks in real time.

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Decoding ROI from AI in Africa

PwC's AI Performance Study asked more than 1,000 of the world's biggest businesses if AI is really delivering value. The answer is yes, but only for a few. The findings reveal a growing gap-while many organisations are investing in AI, only a small group is generating 7.2x greater AI-driven financial returns than peers.

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Advisory Outlook

Transform your finance team, amplify value - The GenAI effect

Finance is shifting from bookkeeping to value creation, and GenAI is accelerating that leap. As automation reshapes reporting, analysis, and performance management, forward-thinking CFOs are evolving into Chief Value Officers, using AI to boost productivity, sharpen decisions, strengthen compliance, and drive innovation.

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Spotted!

Featuring Tinuke Bosun-Okusaga

Tinuke shares moments from her recent encounters with PwC staff and fellow alumni.

With

Cyril Azobu,

Partner and Mining Leader, PwC Nigeria

With alumnus

Uyi Akpata,

Non-Executive Director, Savannah Energy

With alumnus

Taiwo Oyedele,

Minister of Finance and Coordinating Minister of the Economy of Nigeria

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