



ABOUT THE SPEAKER

Translating complex data into clear strategy



Obabueki Aigbogun is a consumer insights and strategy leader with over **12 years of experience across market research agencies and FMCG organizations**, driving data-led business and brand decisions. He currently serves as **Head of Consumer Insights at Tolaram Africa**, where he leads initiatives focused on amplifying the consumer voice and accelerating a truly consumer-centric business agenda.

Prior to this, he worked as **Africa Food & Beverage Insights Manager at PepsiCo**, where he supported brand and portfolio growth across diverse African markets, delivering deep insights into evolving consumption patterns and shopper behaviour. His earlier experience at **Kantar** saw him work across multiple industries—including FMCG, telecommunications, financial services, and social sectors—helping organizations solve complex marketing challenges through brand development, advertising effectiveness, and consumer understanding.

Over the course of his career, Obabueki has developed strong expertise in **quantitative and qualitative research, segmentation, and behavioural analytics**, with a particular focus on how changing economic conditions, channel dynamics, and lifestyle shifts influence consumer decision-making. His work has spanned categories such as food and beverages, home and personal care, and emerging retail ecosystems, giving him a broad and nuanced understanding of African consumers.

He is passionate about translating complex data into **clear, actionable strategy**, and about helping organizations build brands that are not only competitive, but also relevant, accessible, and resilient in rapidly changing environments.

Today, he presents on “**Building Brands in an Era of Constant Disruption**,” where he will share insights on how organizations can rethink traditional brand-building approaches and leverage deep consumer intelligence to create brands that thrive amid uncertainty and continuous change.

NIMRA INTERNATIONAL CONFERENCE 2026

Building Brands in an Era of Constant Disruption

Leveraging consumer & social intelligence to create brands that thrive amid uncertainty and continuous change.

Obabueki Aigbogun

Head of Consumer Insights, Tolaram Africa

Conference Theme

**Consumer & Social Intelligence
as Transformative Power**



ABOUT THE SPEAKER

Translating complex data into clear strategy



Obabueki Aigbogun

Consumer Insights & Strategy Leader

12+ years across market research and FMCG — driving data-led brand decisions with deep expertise in research, segmentation and behavioural analytics across African consumers.



Tolaram Africa

Head of Consumer Insights — amplifying the consumer voice and accelerating a consumer-centric agenda.



PepsiCo

Africa Food & Beverage Insights Manager — brand & portfolio growth across diverse African markets.



Kantar

Cross-industry research — FMCG, telecoms, financial services & social sectors.

1

THE PREMISE

From a fixed asset to a living, adaptive system



Marketing is a race without a finishing line.

The art of marketing is the art of brand building — if you are not a brand, you are a commodity.

— Philip Kotler



Branding has shifted

From a linear, long-term construct to a dynamic, adaptive system that evolves continuously.



Disruption is the norm

Technology, shifting expectations, economic volatility and culture constantly reshape how consumers experience brands.



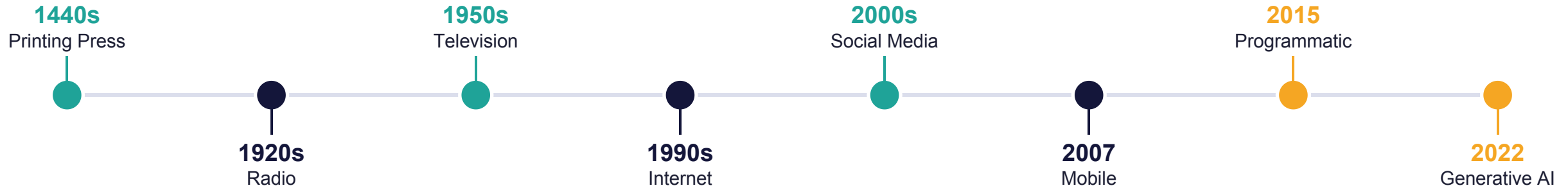
Nigeria intensifies it

A connected, youthful market with rapid urbanisation, digital leapfrogging and economic volatility.

2

DISRUPTION IS NOT NEW

Every wave reshaped how brands reach people



THE RECURRING PATTERN

Technological
innovation



Shift in consumer
behaviour



New marketing
model



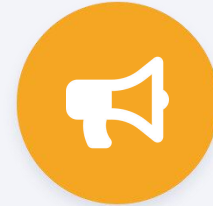
Edge for
early adopters

Four global forces redrawing the brand map



Digital Transformation

Social, e-commerce and mobile penetration redefine how brands engage customers.



Consumer Empowerment

Customers now co-create brand narratives through user-generated content.



Platform Economies

Players like Amazon, Uber and TikTok reshape entire categories overnight.



Purpose & Transparency

Consumers increasingly demand ethical, socially responsible brands.

4

THE AFRICAN & NIGERIAN CONTEXT

Where global disruption meets local intensity



60%+

under age 25 in many African countries

A connected, youthful demographic that rewards brands built for speed, value and culture.



Economic volatility

Inflation and currency instability reshape purchasing power.



Infrastructure gaps

Logistics and power supply constrain reach and experience.



Informal market dominance

Most consumption flows through informal trade channels.



Opportunity in the gaps

These same challenges reward innovative, adaptive brands.

The new operating system for brand builders



Agility over stability

The winners are the most adaptable — rapid trend response, flexible offers, iterative innovation.



Deep consumer insight

Behavioural data and real-time sentiment replace static demographic segmentation.



Cultural relevance

Afrocentric storytelling, language, music and identity drive emotional connection.



Digital-first engagement

From mass campaigns to continuous conversations on WhatsApp, IG & TikTok.



Authentic purpose & trust

Real value over messaging — transparency differentiates amid scepticism.

A STRATEGIC FRAMEWORK

The RESILIENCE Model

Ten levers for building resilient, high-growth brands in disruptive markets.



Relevance

Align with economic & cultural realities



Engagement

Continuous, interactive communication



Speed

Respond quickly to change & opportunity



Innovation

Develop adaptive products & services



Localization

Reflect local culture authentically



Insight-driven

Use data & analytics to decide



Empathy

Understand consumer challenges



Network ecosystems

Partner across platforms & communities



Consistency of purpose

Maintain a clear, trusted identity



Experimentation

Continuously test and learn

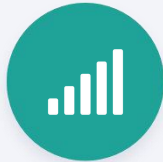
Brands that turned disruption into advantage



Indomie

Mass affordability + emotional connection

Multiple price points and cultural embedding drive penetration across segments.



MTN

Trust through functional reliability

Network reliability builds equity where infrastructure is a challenge.



Flutterwave

Experience-driven digital branding

Equity built through seamless UX and global credibility, not advertising.



OPay & PalmPay

Growth through accessibility

Incentives and agent networks scale fast — trust converts it to equity.



Guinness

Cultural relevance + premium

Global equity expressed through Afrocentric storytelling & experience.



Dangote

Corporate brand + national identity

Resonance by aligning with economic progress and national pride.

7

THE WINNING PILLARS

Five themes recurring across Nigeria's strongest brands

01



Value + affordability wins

Accessible pricing drives adoption; consumers stay highly price-sensitive.

Indomie · OPay

02



Trust is the ultimate asset

Reliability builds long-term equity; trust deficits demand consistent delivery.

MTN · Flutterwave

03



Culture is a strategic lever

Cultural relevance drives the emotional connection that retains consumers.

Guinness · Indomie

04



Digital experience is the brand

User experience increasingly defines how the brand is perceived.

Flutterwave · PalmPay

05



Distribution is an advantage

Combined physical + digital reach is critical to compete and scale.

Indomie · OPay

The friction every African brand must navigate



Inconsistent purchasing power

Shifting incomes make demand volatile and hard to forecast.



Regulatory uncertainty

Evolving policy raises the cost of planning and compliance.



Fragmented media landscape

Attention is split across many channels and platforms.



Counterfeit products

Imitations erode trust and dilute hard-won brand equity.



Infrastructure constraints

Power and logistics gaps limit reach and experience.

FUTURE OUTLOOK

What Will Shape the Next Decade



AI-driven personalization

Intelligence tailors experiences at individual scale.



E-commerce expansion

Digital retail ecosystems deepen across the continent.



Rise of the creator economy

Creators become the most trusted brand channel.



Pan-African expansion

AfCFTA opens borders for continent-wide brand growth.

Brands that integrate technology with cultural intelligence will dominate.

IN CLOSING

Intelligence is the new brand-building muscle.

- Build for agility — adaptability beats consistency.
- Let consumer & social intelligence drive every decision.
- Earn trust and root the brand in local culture.

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