Insights: Spring 2028

3 short notes on upstream, strategy, energy

Anslem Oshionebo

CEO, Tenaza Asset Recovery & Intelligence | MD/CEO, Haricot Energies
anslemoshionebo.com

Upstream oil and gas

Nigeria's indigenous operators are inheriting the upstream future

Anslem Oshionebo

Fintech, strategy and upstream oil and gas | anslemoshionebo.com

Upstream

Nigeria's indigenous operators are inheriting the upstream future

As international companies divest onshore and shallow-water assets, Nigerian operators are taking a larger share of upstream production.

The opportunity is real, and so are the expectations: lenders, partners and regulators will judge these companies on technical competence, financial discipline, safety and governance.

Indigenous operators that invest in people, data and transparent reporting will set the standard for the next generation of Nigerian energy.

Read more: anslemoshionebo.com/due-diligence-on-nigerian-upstream-acquisitions/

Strategy

Good strategy separates no-regret moves from bets

Anslem Oshionebo

Fintech, strategy and upstream oil and gas | anslemoshionebo.com

Strategy

Good strategy separates no-regret moves from bets

When the future is uncertain, the most useful question in strategy is: which decisions are right in every scenario?

Those are no-regret moves. Do them now: strengthen cash, cut waste, improve data, invest in people.

Everything else is a bet that only pays in one future. Bets are fine, but make them deliberately, in stages, with clear signposts that tell you when to double down or step back.

Most strategic mistakes come from treating a bet as a certainty.

Read more: anslemoshionebo.com/scenario-planning-for-african-businesses/

Energy

Africa's energy transition must also be an energy access transition

Anslem Oshionebo

Fintech, strategy and upstream oil and gas | anslemoshionebo.com

Energy

Africa's energy transition must also be an energy access transition

Hundreds of millions of Africans still lack reliable electricity. For the continent, the energy transition must expand access while reducing emissions.

That means:
- Gas as a bridge fuel for power and industry.
- Solar and mini-grids where the grid does not reach.
- Ending routine gas flaring.
- Financing models that work in local currencies.

The right transition for Africa is the one that powers growth.

Read more: anslemoshionebo.com/gas-as-nigerias-transition-fuel/