MINISTRY OF EDUCATION AND SCIENCE OF UKRAINE
SUMY NATIONAL AGRARIAN UNIVERSITY
FACULTY OF ECONOMICS AND MANAGEMENT

Management Department Named After Professor L.I. Mykhailova

QUALIFICATION WORK

by first (bachelor) level of higher education

of the topic: **«Corporate culture in management of enterprise»**

Performed by: higher education student of the speciality 073 «Management»
Amex Caleb Thomas

Supervisor: ***Tetyana Kharchenko***
PhD in Economics, Associate Professor of the Department of Management named after Professor L.I. Mykhailova

Reviewer:: ***Iryna Samoshkina***
PhD in Economics, Associate Professor of the Department of Finance, Banking and Insurance

Sumy – 2025

SUMY NATIONAL AGRARIAN UNIVERSITY

Faculty	Economics and Management
Department	Management named after Professor L. I. Mykhailova
Higher education degree	«Bachelor»
Specialty	073 «Management»

Approved:

Head of the Department ____________________________

(position, full name)

« ________» _______________ 20____ y.

ASSIGNEMENT

FOR QUALIFICATION WORK FOR A HIGHER EDUCATION STUDENT

Amex Caleb Thomas

1. The topic of the work: «Corporate culture in management of enterprise»

2. Practical research database: Flour Mills of Nigeria Plc

Supervisor: Tetyana Kharchenko, PhD in Economics, Associate Professor

approved by the order of the university dated Novermber16, 2024 No. 3718/os

3. Deadline for submission of the completed project (work) by the student is "11" June 2025 y.

4. Initial data for the project (work): *primary and consolidated documents, statutory and constituent documents, financial, statistical reporting of the enterprise for 2021-2032, professional scientific articles and reports at international scientific and practical conferences on corporate culture in business management.*

5. Contents of the settlement and explanatory note (list of issues to be developed): *Investigate theoretical and methodological foundations of corporate culture in enterprise management; to assess the corporate culture in enterprise management at Flour Mills of Nigeria Plc; to provide organizational and economic characteristics of the enterprise; to identify features of corporate culture management at enterprise; to conduct a diagnosis of the company's corporate culture; to substantiate proposals for improvement the corporate culture in the management of Flour Mills of Nigeria Plc*

6. Issue date of the task: **«17» May 2024 y.**

CALENDAR PLAN

№	Title of stages of the thesis project (work)	Deadline for completion of project stages	Note
1	etermination and approval of the research topic, drawing up a plan – schedule for the work	June 2024 y.	Completed
2	Selection and analysis of literary sources, preparation of the first theoretical section	September – December 2024 y.	Completed
3	Collection of analytical information, processing of research results and preparation of the second chapter of the thesis	January – February 2025 y.	Completed
4	Preparation of the third chapter of the thesis	March – April 2025 y.	Completed
5	Preparation of conclusions, proposals and coordination with the supervisor	April 2025 y.	Completed
6	Preparation of the final version of the thesis	April 2025 p.	Completed
7	Review of supervisor's comments, verification of authenticity	28 April – 06 May 2025	Completed
8	Review of the thesis	28 April –6 May 2025	Completed
9	Preparation of the final version of the thesis	12 May 2025	Completed
10	Preparation of a report, presentation for the qualification work and its preliminary defence	6 May – 15 May 2025	Completed
11	Defence of the qualification work	23 May 2025	Completed

Higher education student ____________ ***Amex Caleb Thomas***
(signature)

Supervisor ____________ ***Tetyana Kharchenko***
(signature)

Authenticity check performed ______________ ***Nadiia Baranik***
(signature)

Qualification work accepted for defense ______________ ***Svitlana Lukash***
(signature)

АНОТАЦІЯ

Амех Калеб Томас. Корпоративна культура в управлінні підприємством. Кваліфікаційна робота за спеціальністю 073 «Менеджмент», СНАУ, Суми, 2025. – Рукопис.

Розглянуто поняття, функції та структурні елементи корпоративної культури, такі як місія, цінності, символіка, ритуали, норми поведінки та система внутрішніх комунікацій. Акцент зроблено на ролі менеджменту у формуванні та трансформації корпоративної культури підприємства.

Особливу увагу приділено розробці програми Work-Life Balance, яка враховує місцевий контекст, специфіку діяльності FMN та міжнародні практики. Запропоновано гнучкий графік роботи, підтримку ментального здоров'я, адаптацію графіків для батьків, платформу для навчання та стимулювання використання відпусток. Визначено показники ефективності програми (KPI) та етапи її впровадження: діагностика, пілотний запуск, масштабування та оцінювання результатів. Результатом реалізації проєкту очікується підвищення мотивації, зниження плинності кадрів, покращення іміджу роботодавця та підтримка Цілей сталого розвитку (ЦСР 3, 5, 8).

Ключові слова: корпоративна культура, інклюзивне лідерство, управління персоналом, менеджмент, сталий розвиток, підприємство.

ANNOTATION

Ameh Kaleh Thomas. Corporate culture in enterprise management. Qualification work in the specialty 073 «Management», SNAU, Sumy, 2025. – Manuscript.

The concepts, functions and structural elements of corporate culture, such as mission, values, symbols, rituals, norms of behaviour and internal communication systems, are considered. Emphasis is placed on the role of management in shaping and transforming enterprise culture.

Particular attention is paid to the development of a Work-Life Balance programme that takes into account the local context, the specifics of FMN's activities and international practices. A flexible work schedule, mental health support, adapted schedules for parents, a training platform and incentives for taking holidays are proposed. The programme's performance indicators (KPIs) and implementation stages have been defined: diagnosis, pilot launch, scaling and evaluation of results. The project is expected to result in increased motivation, reduced staff turnover, improved employer image and support for the Sustainable Development Goals (SDGs 3, 5, 8).

Key words: corporate culture, inclusive leadership, human resource management, management, sustainable development, entrepreneurship.

CONTENT

INTRODUCTION

Relevance of the topic. Corporate culture in enterprise management plays a key role in forming effective management, increasing competitiveness, staff engagement and stable development of the organisation. Corporate culture helps to create an environment in which initiative, responsibility, and cooperation are valued. Conditions of fierce competition require companies to have not only a quality product or service, but also a strong corporate identity. It is culture that becomes the basis of an employer's brand, attracting talent. In the international business environment, corporate culture becomes a tool for integrating employees from different countries, helping to avoid intercultural conflicts and providing a common working language.

State of research on the issue. A number of national and foreign scientists has studied theoretical and practical aspects of corporate culture in enterprise management: Bayo P. L., Jack M. A. [2], Han H. [5], Kholodnytska A. V., Molyboha K. S. [9], Kudelko A. R., Finogeev M. A. [11], Malyk I., Fisenko E. [13], Kharchenko T. [19], Prokhorova V., Mushnykova S. [20] and others.

The scientific works of these scholars have made a significant contribution, but it should be noted that global challenges such as the pandemic and climate change necessitate research into changes in corporate culture in enterprise management. This is what determined the choice of the research topic and the setting of its goals.

The study aims to provide a theoretical and methodological generalisation of the provisions and to develop practical recommendations for improving corporate culture in the management of Flour Mills of Nigeria Plc. In accordance with the set goal, the following **tasks** were set:

– investigate theoretical and methodological foundations of corporate culture in enterprise management;

– to assess the corporate culture in enterprise management at Flour Mills of Nigeria Plc;

– to provide organisational and economic characteristics of the enterprise;

– to identify features of corporate culture management at the enterprise;

– to conduct a diagnosis of the company's corporate culture;

– to substantiate proposals for improving the corporate culture in the management of Flour Mills of Nigeria Plc

The object of the study is the processes of corporate culture in the management of Flour Mills of Nigeria Plc.

The subject of the study is a set of theoretical, methodological and practical aspects of improving corporate culture in the management of Flour Mills of Nigeria Plc.

The practical significance of the results obtained lies in the study of corporate culture in the management of Flour Mills of Nigeria Plc. and the proposals developed for application in the enterprise.

The following **research methods** were used in writing the thesis: scientific abstraction, analysis, synthesis, induction, deduction, logical analysis, systematic approach, etc. To solve the defined research tasks, the following methods were also used: monographic – when studying literary sources and corporate culture practices; comparative analysis, scoring and others.

Information base. The sources of information for writing the thesis were primary and consolidated documents, statutory and constituent documents, financial and statistical reports of the enterprise for 2021-2032, professional scientific articles and reports at international scientific and practical conferences on corporate culture in business management.

Approval of the results of the qualification work. Some provisions of the qualification work were reported by the author at a scientific conference:

Kharchenko T., Amex Caleb Thomas. Corporate culture as an element of social responsibility of the enterprise. *Determinants of socio-economic recovery of the state, regions, and economic entities*: collection of materials of the II International Scientific and Practical Conference (15 November 2024). Rivne: NUVGP, 2024. Pp. 340-341.

Structure and scope of work. The thesis consists of an introduction, three chapters, conclusion, and a list of 25 sources used. The main text is presented on 40 pages of computer text, and the work contains 13 tables and 6 figures.

CHAPTER 1

THEORETICAL AND METHODOLOGICAL FOUNDATIONS OF CORPORATE CULTURE IN ENTERPRISE MANAGEMENT

In today's environment of dynamic economic development and increased competitiveness among enterprises, corporate culture is one of the key factors in effective management. It shapes staff behaviour, influences the organisational atmosphere and value system and, as a result, the overall performance of the enterprise.

Corporate culture is a set of norms, values, beliefs, traditions and behavioural attitudes shared by the employees of an organisation and which determine its internal environment. It is an integral part of management activities, as it regulates informal relationships and influences motivation, communication and decision-making [3].

Corporate culture is the foundation for integrating sustainable development into all aspects of a company's activities. Without deeply rooted values of sustainability, any external initiatives risk remaining formal or short-lived. In enterprise management, it performs both integrative and regulatory functions, creating a social environment that ensures the integrity of the organisational structure and the effectiveness of management decisions. The main elements of corporate culture are system-forming factors that should be taken into account in the process of strategic and operational management of the enterprise (figure 1).

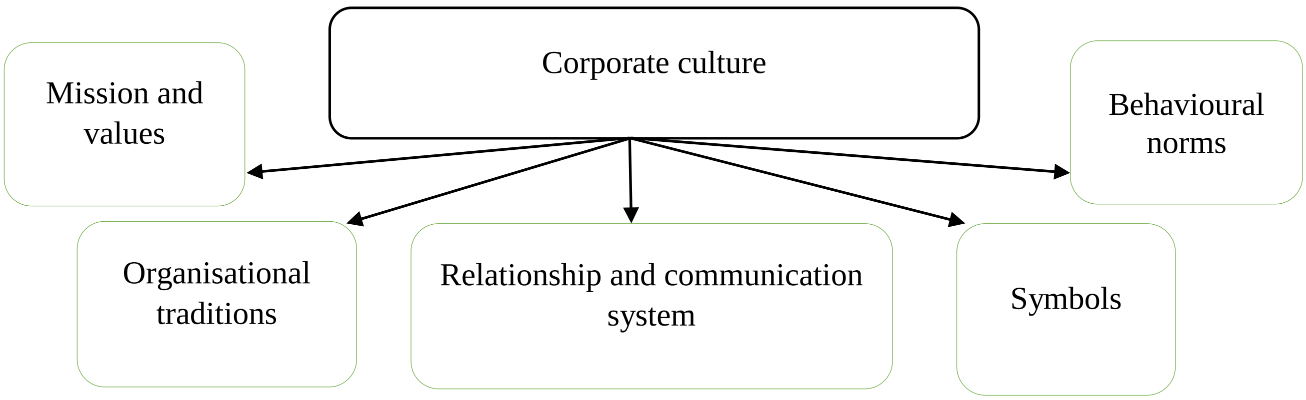


Figure 1.1 - Key elements of corporate culture in enterprise management

Source: constructed by the author based on [3, 7, 10].

The mission of the organisation defines its purpose, role in society and development guidelines, while corporate values are a system of basic principles that determine acceptable and desirable forms of employee behaviour. This element serves to unite staff around a common goal, forms the basis for strategic decision-making and defines behavioural standards within the organisation [4]. The formulated mission and values also serve as criteria for evaluating the effectiveness of management actions and the company's internal policies.

Rituals and traditions reflect repetitive actions that have symbolic meaning in the corporate environment. These include celebrations of professional holidays, traditional weekly meetings, achievement recognition programmes, informal team meetings, etc. They help to strengthen team spirit, increase trust between employees and identify with the organisation. It is through traditions that values and norms of behaviour, which are the foundation of corporate culture, are transmitted [1, 6].

Symbolism is a visual representation of corporate identity. It includes branding elements (logo, colour palette, fonts), office interior design, corporate clothing, etc. Symbolism helps to create visual unity within the organisation, ensures market recognition, and strengthens employees' sense of belonging to the community. Aesthetic and symbolic elements play a role in non-verbal communication between the company and its stakeholders.

Relationship and communication system. This element covers formal and informal communication channels, leadership styles, and types of interaction between employees and management. An effective communication system ensures transparency of management decisions, reduces organisational tension, and promotes the dissemination of corporate knowledge and norms. It also determines the structure of power relations and the level of horizontal and vertical interaction, which in turn shapes the microclimate within the team.

Behavioural norms and ethical standards. These are a set of formal and informal rules that regulate the professional activities of employees, their behaviour in the work environment, and their style of communication with customers, partners, and colleagues. Ethical standards can be enshrined in corporate codes of ethics or internal regulations.

They are an important management tool because they ensure compliance with moral principles, strengthen trust in the company, and reduce the risk of conflicts and reputational damage.

In the corporate governance system, management plays a key role in shaping, maintaining and transforming corporate culture. The culture of an organisation not only reflects management approaches, but also determines their effectiveness by influencing staff motivation, communication style and decision-making. From this perspective, the main functions of management in the context of corporate culture can be systematised as follows:

1. Planning. Management forms a strategic vision of corporate culture and determines its desired model in accordance with the mission, goals and market position of the enterprise. In the planning process, value guidelines, codes of ethics and personnel interaction policies are developed, which are then integrated into the organisational environment.

2. Organising. This function involves creating an organisational structure that promotes the implementation and adherence to cultural standards. This includes the distribution of powers, the development of internal communication procedures, and the formalisation of traditions, symbols and norms of behaviour. Through organisational mechanisms, culture becomes part of the daily activities of employees [12].

3. Motivation. Corporate culture forms a system of internal motivation based on shared values, recognition of merit, opportunities for development, and moral satisfaction from work. Management plays a role in creating a positive microclimate and developing loyalty, recognition, and incentive programmes that are consistent with the organisation's cultural policy.

4. Control. An important function is to assess the compliance of employee behaviour with established cultural norms. Management monitors compliance with ethical standards, interaction between departments, and manifestations of informal culture. Corporate audit, feedback and microclimate monitoring tools are also used .

5. Coordination. Ensuring the consistency of actions of all structural units in accordance with uniform cultural standards requires constant coordination. Managers

act as cultural integrators, harmonising individual and group interests with company values, which is especially important in a dynamic external environment and organisational changes.

T. Deal and A. Kennedy made a significant contribution to the typology of corporate culture by developing one of the most famous and practically oriented models for classifying organisational cultures [14]. Their approach is based on the analysis of two key factors: the level of risk inherent in the company's activities and the speed of feedback (response to actions). As a result of this analysis, the authors proposed four types of corporate culture, each of which is characterised by specific value orientations, leadership style, employee behaviour patterns and decision-making mechanisms.

In particular, Deal and Kennedy's model distinguishes the following types of corporate culture:

Tough-Guy, Macho Culture – characteristic of high-risk industries with rapid feedback (e.g., stock trading).

Work Hard/Play Hard Culture – typical of labour-intensive companies (e.g., sales).

Process Culture – prevalent in bureaucratic structures (banks, government agencies).

Bet-Your-Company Culture – characteristic of companies that operate with high risks and long profit cycles (aviation, pharmaceuticals).

For a deeper understanding of the specifics of corporate culture in the context of enterprise management, it is advisable to refer to the cultural dimensions model proposed by Dutch researcher G. Hofstede. His approach is based on an intercultural analysis of organisational behaviour and allows for a quantitative assessment of national and corporate differences across a range of fundamental parameters (Table 1).

In view of the above, it is worth considering examples of corporate culture management in Ukraine.

The corporate culture of Naftogaz of Ukraine has undergone a transformation in recent years under the influence of reforms and attempts to adapt to EU standards. A code of ethics has been introduced, elements of open management have been implemented, but there is still a high degree of hierarchy and a low level of initiative at the middle level [16].

Table 1.1 - Corporate governance measurements according to Hofstede's model: Ukrainian and international context

Measurement	Description	Typical level in Ukraine	Example of a Ukrainian company	Example of a foreign company
Power distance index (PDI)	Degree of acceptance of inequality in the organisation	High	Naftogaz of Ukraine	Samsung (South Korea)
Individualism vs Collectivism	Priority of personal or collective interests	Collectivism	Ukrzaliznytsia, Ukrposhta	Google (USA – individualism), Toyota (Japan – collectivism)
Avoidance of uncertainty (UAI)	Fear of the unknown and change	High	Banking sector, public sector	Allianz (Germany), Nestlé (Switzerland
Masculinity vs Femininity	Competition vs Cooperation	Moderate Masculinity	Private Bank	Apple (masculinity), IKEA (femininity, Sweden)
Long-term orientation	Future orientation or short-termism	Tendency towards short-termism	SMEs, trading companies	Huawei (long-term orientation), Coca-Cola (short-term)
Indulgence vs. Restraint	Expressing emotions and satisfying desires	Moderate restraint	State institutions	Disney (indulgence), Nokia (restraint, Finland)

Source: compiled by the author based on [15, 17].

According to Hofstede's model, Naftogaz is characterised by a high distance from power and a low tolerance index for uncertainty, which requires additional work on the flexibility and innovativeness of the culture.

The Lviv-based IT company SoftServe is an example of a ‘Work Hard/Play Hard Culture’ according to Dale and Kennedy's classification. A fast pace of work, strong team interaction, a democratic management style, an emphasis on personal development, flexibility and initiative among employees — all these are elements of SoftServe's modern corporate culture.

SoftServe actively implements European standards of personnel management and builds a culture of low distance to power, which contrasts with many traditional Ukrainian enterprises.

Effective corporate culture formation requires a systematic and consistent approach that encompasses several interrelated stages. This sequence of actions ensures that values and behavioural norms are aligned with the company's strategic objectives and also contributes to increased organisational cohesion and effective personnel management.

Diagnosing the existing corporate culture is the initial stage, which involves collecting and analysing qualitative and quantitative data on the current state of value orientations, behavioural norms, and interpersonal interaction within the organisation. The main methods are questionnaires, in-depth interviews, expert assessments, observation of employee behaviour, and analysis of internal documentation (codes, regulations, job descriptions).

The desired model of corporate culture is determined taking into account the strategic goals and mission of the organisation. At this stage, it is advisable to choose a target culture model (for example, according to the classification of Hofstede, Dila and Kennedy, or Cameron and Quinn) that will best contribute to the implementation of the corporate strategy, particularly in terms of innovation, customer focus, adaptability, or management efficiency [18].

Developing a corporate culture change programme involves a set of actions aimed at forming or transforming the desired norms, attitudes and behavioural models. These actions include the introduction of corporate ethics codes, the organisation of leadership and teamwork development programmes, and the formation of new rituals, symbols and internal communication standards. Systematic staff training plays a significant role, especially in the development of soft skills and a culture of responsibility.

Communication of changes must be clear, consistent and constant. Employees must receive clear information about the content and purpose of the changes, as well as the organisation's vision for the future. Actively involving employees in the transformation process reduces resistance to change and fosters a positive attitude towards innovation. Successful communication includes not only official statements from management, but also informal dissemination of new values through opinion leaders within the team.

Evaluating the effectiveness of the changes implemented is the final, but no less important, stage. Changes are monitored through repeated surveys, analysis of key performance indicators (KPIs), employee satisfaction levels, staff turnover, employee engagement index, etc. Based on the results of the assessment, adjustments are made to management decisions, which allows for increasing the effectiveness of the measures implemented and ensuring the sustainability of the new corporate culture.

The impact of corporate culture covers a number of key aspects of enterprise management:

First, it increases motivation and engagement of personnel. A culture based on recognition of achievements, support for initiative, and open communication encourages employees to actively participate in achieving common goals. Clearly defined company values and mission contribute to internal staff motivation, which has a positive impact on productivity and organisational loyalty.

Secondly, creating a favourable psychological climate. A corporate culture focused on mutual respect, trust and support creates a positive social environment within the organisation. Such a microclimate reduces stress levels, promotes effective teamwork and harmonises interpersonal relationships, which in turn increases overall.

Thirdly, supporting innovation. A culture that encourages creativity, initiative and experimentation is a catalyst for innovation. In such an environment, employees are not afraid to propose new ideas, take responsibility and implement changes, which allows the company to be flexible and competitive in a dynamic market environment.

Fourth, ensuring the adaptation of new employees. Corporate culture plays a key role in the onboarding process, facilitating the integration of new employees into the team and accelerating their entry into the organisational environment. Thanks to clear value guidelines, rituals, and established norms of behaviour, new employees better understand the company's expectations and achieve efficiency faster.

Fifth, reducing conflict and staff turnover [21]. A culture based on transparency, fairness, and open dialogue promotes the timely resolution of internal disputes and prevents destructive conflicts. It also fosters emotional attachment of staff to the company, reducing staff turnover and the costs associated with constant staff turnover.

There are various methods for researching corporate culture that have been developed and successfully applied in practice by both foreign and domestic scientists and managers. The OCAI methodology by D. Denisov is considered by managers to be the most optimal.

The OCAI methodology allows you to build a corporate culture profile in terms of competing values: flexibility and discretion – stability and control, external focus and differentiation – internal focus and integration. Denison suggests viewing the corporate culture of an organisation schematically as a circle divided into sectors.

The sectors are defined by the following characteristics of the organisation:

- flexible, external focus – adaptability;
- external focus, stable – mission;
- stable, internal focus – consistency;
- internal focus, flexible – involvement.

The above dimensions form four quadrants on a plane. Each of the resulting quadrants corresponds to one or another basic type of corporate culture: quadrant A – clan culture, quadrant B – adhocratic culture, quadrant C – market culture, quadrant D – hierarchical culture.

To assess corporate culture, Denison developed a questionnaire containing 60 statements divided into four groups, each describing specific aspects of culture within four characteristic features. Each of the four features, in turn, is divided into three groups, with five statements in each 9 [1].

Each statement is rated from 1 to 5 points, with ‘1’ being the minimum score and meaning ‘completely disagree’ and “5” being the maximum score and meaning ‘completely agree.’ The questionnaires are completed by senior managers and heads of organisations.

Thus, corporate culture is a powerful management tool that determines the quality of management decisions, organisational results and the overall stability of the company in the market, integrated into the overall strategic management system that combines analytics, planning, communication and feedback.

CHAPTER 2

ASSESSMENT OF CORPORATE CULTURE IN THE MANAGEMENT OF FLOUR MILLS OF NIGERIA PLC

2.1 Organizational and Economic Characteristics of the Company

Flour Mills of Nigeria Plc (FMN) is a leading company in Nigeria's food and agro-allied industry with a rich history dating back to 1960. It operates with a clear mission: "Feeding the Nation, Every Day," and is recognized for its commitment to sustainability, innovation, and quality.

The company's primary business sectors include food production, agro-allied services, sugar production, and support services. FMN is widely known for its flagship brand, Golden Penny, which offers diverse products ranging from pasta and flour to edible oils and margarine. Its agro-allied division supports a "farm-to-table" model, emphasizing local content through investments in grains, oils, fertilizers, and proteins.

FMN has a robust corporate governance framework, with a 15-member board that reflects diversity, expertise, and integrity. The company's management structure incorporates sustainability as a strategic priority, ensuring integration across all operations. FMN also has a strong emphasis on ethical practices and corporate responsibility, as evidenced by its anti-corruption policies and employee grievance mechanisms.

FMN's achievements are underscored by numerous awards for excellence in sustainability, supply chain management, and stakeholder engagement. Looking ahead, FMN aims to expand its operations, embrace circular economy practices, and strengthen partnerships for sustainable growth.

The study of the distribution structure of Flour Mills of Nigeria Plc (FMN) is of paramount importance as it provides invaluable insights into the mechanisms through which the company ensures the steady and reliable delivery of essential food products to millions of Nigerians. Understanding this structure is critical not only for evaluating the operational efficiency and market reach of FMN but also for addressing broader socio-economic goals, such as food security and sustainable development within the nation. This analysis allows stakeholders to appreciate the intricacies of the supply chain, the responsiveness of the company to market demands, and the integration of sustainability practices within its distribution network.

Through presented in Table 2.1. comprehensive analysis, the importance of FMN’s distribution structure becomes evident not only as a logistical framework but also as a vital component of its mission to serve as a cornerstone of Nigeria’s food ecosystem. It reflects a synthesis of operational excellence, community engagement, and a forward-looking vision that positions FMN as a leader in the agro-allied industry.

Table 2.1 - Business Structure of Flour Mills of Nigeria Plc for 2021-2023 yy.

Business Sectors	2021		2022		2023		On average for 2021-2023	
	Revenue (N’BN)	Share in Total	Revenue (N’BN)	Share in Total	Revenue (N’BN)	Share in Total	Revenue (N’BN)	Share in Total (%)
Food Production	478,3	62,0	748,8	64,3	1000,6	65,0	742,6	63,8
Agro-Allied Services	139,4	18,1	213,4	18,3	283,9	18,4	212,2	18,3
Sugar Production	124,6	16,1	156,0	13,4	208,3	13,5	163,0	14,4
Support Services	29,3	3,8	45,6	3,9	46,8	3,0	40,6	3,6
Gross Revenue	771,6	100	1163,8	100	1539,6	100	1158,3	100

Source: calculated by the author based on the «Annual report 2021-2023 yy.

The business structure of Flour Mills of Nigeria Plc (FMN) demonstrates a strategic focus on food production, supported by omplementary sectors such as agro-allied services, sugar production, and support services. This diversification ensures stability and growth across various market segments while maintaining a core emphasis on addressing Nigeria's growing demand for food.

Dominance of the Food Production Sector

Food production remains the dominant sector within FMN's portfolio, contributing an average of 63.8% to the company's gross revenue over the three-year period from 2021 to 2023. In 2023 alone, this sector accounted for 65% of the total revenue, emphasizing its critical role in FMN's business model. This dominance can be attributed to Nigeria's rapid population growth, which drives consistent demand for staple foods. The country’s demographic trends position food production as a stable and essential industry, providing resilience against economic volatility. Though the sector may not always yield the highest margins, its steady revenue stream ensures long-term sustainability for FMN.

The product mix within the food production sector further highlights its importance. The sector comprises three key product groups: Pasta/Noodles, Ball Foods, and Flour (Fig. 1).

Based on the 2023 chart, Pasta/Noodles emerged as the leading contributor within this sector, generating a revenue of 431.6 billion Naira. This can be linked to the growing preference for convenient and affordable food options among Nigeria's urban and rural populations. Flour production, contributing 260.3 billion Naira, plays a foundational role by serving as a raw material for both consumer products and industrial use. Ball Foods, with a revenue of 308.7 billion Naira, complements the portfolio by addressing specific consumer preferences and regional tastes. The diversity within this sector ensures that FMN remains agile in meeting varied market demands.

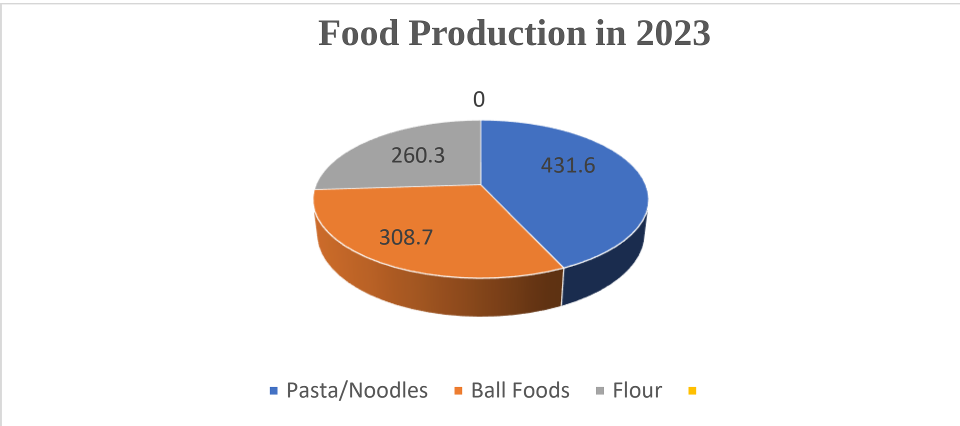


Figure 2.1 - Food Production by Divisions in 2023 year

Source: calculated based on the «Annual report 2021-2023 yy.

Agro-Allied Services: A Key Support Sector

The agro-allied services sector consistently contributed an average of 18.3% to gross revenue between 2021 and 2023. This sector serves as a vital support system for FMN's core operations by integrating the supply chain and enhancing productivity. Its steady revenue growth—from 139.4 billion Naira in 2021 to 283.9 billion Naira in 2023—reflects FMN's investment in bolstering agricultural infrastructure and inputs.

Agro-allied services encompass four primary product groups (Fig. 2): Feeds and Proteins, Fertilizers, Edible Oil and Fats, and Starches.

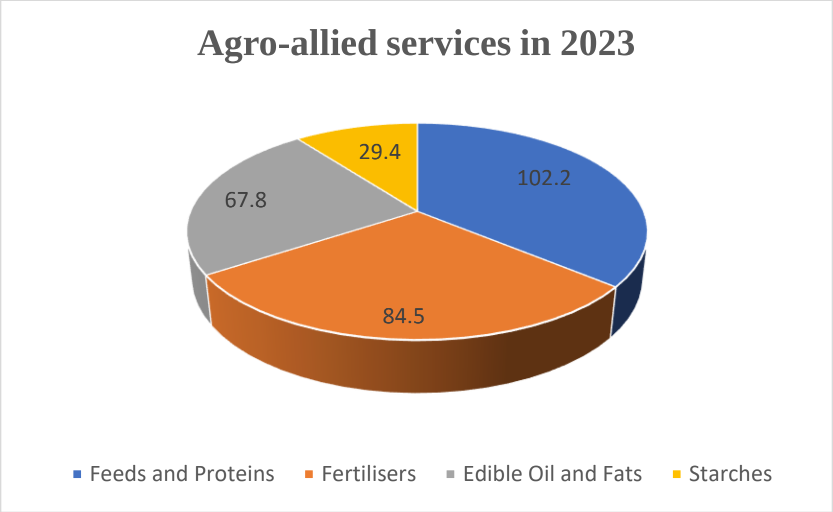


Figure 2.2 - Agro-Allied Services by Divisions in 2023 year

Source: calculated by the author based on the «Annual report 2021-2023 yy.

As indicated in the 2023 chart, Feeds and Proteins is the largest contributor, with a revenue of 102.2 billion Naira, reflecting the rising demand for livestock feed and animal nutrition products. Fertilizers, generating 84.5 billion Naira, play a critical role in supporting Nigeria's agricultural sector, enabling local farmers to enhance crop yields. Edible Oil and Fats, with 67.8 billion Naira, address consumer and industrial needs for cooking oils and processed fats, while Starches, contributing 29.4 billion Naira, support both food and industrial applications. This diverse portfolio aligns with FMN's strategy to foster agricultural sustainability while supporting its food production operations.

Complementary Sectors: Sugar Production and Support Services

Sugar production and support services provide additional revenue streams, contributing 14.4% and 3.6% of gross revenue, respectively, on average over the three-year period. The sugar production sector experienced a significant increase in revenue, from 124.6 billion Naira in 2021 to 208.3 billion Naira in 2023. This growth underscores FMN's ability to capitalize on Nigeria's demand for sugar as a key ingredient in food and beverages, as well as its industrial applications.

Support services, though smaller in scale, play a strategic role in facilitating the company's operations. Revenue from this sector remained stable, reflecting FMN's efforts to optimize auxiliary services and maintain operational efficiency across its business lines.

Strategic Alignment and Future Prospects

The interconnected nature of FMN's business sectors demonstrates a well-rounded strategy to leverage synergies between food production, agro-allied services, and sugar production. By focusing on food production as the anchor sector, FMN ensures consistent demand and revenue generation. Meanwhile, the agro-allied and support services sectors provide the necessary inputs and infrastructure to sustain the core operations.

FMN’s commitment to diversification and integration positions the company to capitalize on Nigeria's agricultural potential and demographic trends. By continuing to invest in mechanization, irrigation, and partnerships with local farmers, FMN can further enhance its productivity and market reach. Additionally, the company's ability to adapt to changing consumer preferences and economic conditions will be critical for sustaining growth across all sectors.

In conclusion, the dominance of food production in FMN's business structure is a strategic response to Nigeria's growing population and evolving market needs. Complemented by agro-allied services, sugar production, and support services, FMN's diversified portfolio ensures resilience and long-term sustainability while contributing to national food security and economic development.

The analysis of land resource utilization dynamics within Flour Mills of Nigeria Plc (FMN) is an essential endeavor, reflecting not only the company’s operational strategies but also its broader contribution to sustainable agricultural development. As FMN continues to expand its agricultural operations, understanding the allocation, mechanization, and irrigation of its land resources offers critical insights into its role in driving productivity, environmental stewardship, and economic empowerment in Nigeria.

Presented below study of land utilization (table 2.2.) underscores FMN’s role as a leader in the agro-allied industry, showcasing its ability to balance growth with sustainability and inclusion. Through its strategic focus on mechanization, irrigation, and farmer partnerships, FMN demonstrates a commitment to transforming agriculture into a more efficient, resilient, and equitable sector.

Table 2.2 - Dynamics of Land Using in Flour Mills of Nigeria Plc for 2021-2023

Metrics	Year			2023 to 2021 (+ / -)
	2021	2022	2023	
Hectares of Own and Leased Land Cultivated	11744	13218	14536	2792
- Including Covered for Mechanization	2938	3287	4721	1783
Mechanization Level (%)	25,0	24,9	32,5	7,5 p.p.
- Including Covered for Irrigation	2407	2679	2992	585
Irrigation Level (%)	20,5	20,3	20,6	0,1 p.p.
Hectares of Cooperated Farmers Land	10410	8806	7451	-2959
Total Controlled Land Mass (hectares)	22154	22024	21987	-167

Source: calculated based on the «Annual report 2021-2023 yy.

Integration of Agricultural Raw Material Processing

Flour Mills of Nigeria Plc (FMN) operates a fully integrated agricultural supply chain, transforming all cultivated raw materials, such as wheat, cassava, oil palm fruits, and sugarcane, into value-added products. This strategic approach eliminates the need to sell unprocessed agricultural products, thereby maximizing profitability. By engaging in full-cycle processing, FMN not only captures higher value for its products but also reduces reliance on intermediaries, streamlines logistics, and optimizes costs. This vertically integrated model ensures that the company remains competitive while leveraging economies of scale in its operations.

Land Classification and Usage

FMN's land assets are classified into two main categories:

1. Own and Leased Land: These are under FMN's direct control, consisting primarily of less labor-intensive and more profitable crops like sugarcane and oil palm.
2. Cooperated Farmers' Land: These lands, managed by smallholder farmers under contract with FMN, are dedicated to cultivating more labor-intensive crops like hard wheat and cassava.

The cooperative model represents a mutually beneficial arrangement. FMN supplies contracted farmers with operational inputs, including seeds, fertilizers, fuel, and even mechanized services for soil preparation, in exchange for a guaranteed purchase of the harvest. This ensures a steady supply of raw materials for FMN's processing plants while providing smallholder farmers with the resources needed to boost productivity.

Mechanization and Its Impact

Mechanization plays a pivotal role in FMN's agricultural operations, particularly in enhancing productivity and efficiency. Between 2021 and 2023, the area of land under mechanized cultivation increased by 1,783 hectares, rising from 2,938 hectares in 2021 to 4,721 hectares in 2023. The mechanization level climbed significantly, from 25.0% in 2021 to 32.5% in 2023, marking a 7.5 percentage point improvement.

Mechanization is especially critical for high-yield crops like sugarcane and oil palm, where the use of machinery significantly boosts planting, harvesting, and overall productivity. For crops like cassava and wheat, mechanization is essential in reducing labor costs and ensuring consistent output quality. The positive trend in mechanization reflects FMN's investment in modern agricultural equipment and the expansion of large-scale farming practices on its own and leased land.

Irrigation as a Determining Factor

Irrigation coverage has also seen a modest increase, with 585 hectares added between 2021 and 2023. The irrigation level rose marginally from 20.5% to 20.6% during this period. However, the overall irrigation level remains relatively low due to several factors.

First, irrigation requirements are heavily influenced by the climatic conditions of FMN's land holdings. In the more arid northern regions of Nigeria, irrigation is indispensable for crops like wheat, where water scarcity can severely limit yields. In contrast, the southern regions, with higher rainfall, require less irrigation, especially for water-intensive crops like oil palm and cassava. This regional variation in rainfall patterns partially explains the slower growth in irrigated land compared to mechanization.

Second, the expansion of irrigation infrastructure requires substantial financial investment. While FMN appears committed to increasing irrigation coverage, the pace may be constrained by competing capital needs across its vertically integrated operations.

Dynamics of Land Use Categories

Between 2021 and 2023, FMN expanded its own and leased land under cultivation by 2,792 hectares, reaching 14,536 hectares in 2023. This increase aligns with the company's strategy to focus on more profitable crops and achieve higher production efficiency through mechanization and irrigation.

Conversely, the area of cooperated farmers' land decreased by 2,959 hectares over the same period, dropping to 7,451 hectares in 2023. This decline may reflect a strategic shift towards consolidating operations on directly controlled land, which allows for better oversight, greater mechanization, and improved cost efficiency. It may also indicate challenges faced by cooperated farmers, such as limited access to resources or declining profitability for certain labor-intensive crops. FMN's ability to maintain strong partnerships with cooperated farmers will be crucial in mitigating risks associated with this reduction.

Net Change in Controlled Land Mass

Despite the contrasting trends in land categories, the total land mass under FMN's control has remained relatively stable, decreasing by only 167 hectares between 2021 and 2023. This stability underscores FMN's focus on optimizing land use and maintaining a balance between its own operations and those of cooperated farmers.

FMN's land-use strategy reflects a commitment to value addition, operational efficiency, and sustainability. By prioritizing mechanization and irrigation on its own and leased land, the company is well-positioned to enhance productivity and profitability for key crops like sugarcane and oil palm. At the same time, the cooperative farming model ensures a steady supply of essential crops like wheat and cassava, supporting FMN's vertically integrated processing operations.

Future growth will depend on FMN's ability to scale up mechanization and irrigation while maintaining strong relationships with cooperated farmers. Investments in modern agricultural technology and irrigation infrastructure, particularly in the arid northern regions, will be critical in achieving long-term sustainability and maximizing the productivity of FMN's land assets.

Studying the dynamics of employee numbers and the efficiency of labor resource utilization in a company like Flour Mills of Nigeria Plc (FMN) holds significant importance in understanding its operational health, strategic direction, and contribution to the broader socio-economic landscape. Such an analysis provides invaluable insights into how human capital—the most vital asset of any organization—is managed, nurtured, and leveraged for sustainable growth and long-term success.

The workforce of any organization is a reflection of its operational capacity and adaptability to external and internal challenges. Tracking changes in employee numbers over time reveals the company's approach to scaling operations, optimizing labor distribution, and responding to market dynamics. For a company like FMN, operating within the agro-allied and food sectors, workforce fluctuations can highlight how the organization adapts to shifts in production demand, seasonal variations, or technological advancements. This information not only informs internal decision-making but also serves as a metric of resilience and preparedness for future challenges.

From the perspective of human capital development, analyzing workforce dynamics allows stakeholders to evaluate FMN's commitment to nurturing talent and fostering professional growth. Training and upskilling initiatives, retention strategies, and career advancement opportunities are integral to building a highly motivated and capable workforce. Such efforts not only enhance employee productivity but also position the company as an employer of choice, attracting top talent in an increasingly competitive labor market. Furthermore, FMN's ability to align its workforce development initiatives with its strategic goals contributes to its overall sustainability and adaptability.

Finally, studying employee dynamics provides a roadmap for future workforce planning. As FMN continues to expand and innovate, understanding its historical and current labor trends can inform decisions on recruitment, talent acquisition, and role specialization. Such forward-looking insights ensure that the company remains agile, competitive, and well-positioned to seize new opportunities in an evolving market landscape.

Presented in Table 2.3. exploring the dynamics of employee numbers and labor efficiency within FMN transcends numerical analysis—it is a holistic approach to understanding how the company values and invests in its human capital. This study not only highlights the operational efficiency of FMN but also its broader commitment to economic development, social responsibility, and the long-term growth of its workforce.

Table 2.3 - Dynamics of the Employees' Number and Efficiency of Labor Resources in Flour Mills of Nigeria Plc for 2021-2023

Metrics	Year			2023 in % to 2021
	2021	2022	2023	
Average Annual Number of Direct Employees (persons), including	5128	5235	6891	134,4
- Permanent Staff	4977	5079	5937	119,3
- Temporary Staff	151	156	954	631,8
Inflation Rate to Previous Year	*	1,1885	1,2466	*
Total Revenue Corrected with Inflation (N'BN)	771,6	979,2	1039,2	134,7
Labor Productivity (NGN million per Employee)	150,5	187,1	150,8	100,2
Employee Wages & Benefits Expenses (NGN million)	33475	39558	54295	162,2
Average Employee Wages (NGN per month)	543991	629704	656593	120,7
Average Employee Wages ($ per month)	351	406	423	120,7
Contribution to Pensions & Other Funds (NGN million)	1124	1268	1671	148,7
Gratuity Expenses (NGN million)	1744	2312	2360	135,3
Staff Welfare Expenses (NGN million)	1039	1260	1188	114,3

Source: calculated based on the «Annual report 2021-2023 yy.

The analysis of the dynamics of the employees' number and labor efficiency in Flour Mills of Nigeria Plc (FMN) for the period 2021–2023 demonstrates significant trends. The focus is exclusively on direct employees, as indirect employees, represented by contracted farmers, are not salaried workers but receive payment for their produce. Direct employees are categorized into permanent and temporary staff, reflecting the seasonal nature of agricultural work even in tropical regions like Nigeria, where dry and wet seasons influence labor demand. In 2023, the total number of direct employees increased by 34.4% compared to 2021, reaching 6,891 people. This growth was driven by a dramatic increase in temporary staff, which rose by 531.8% from 151 to 954 employees, while the number of permanent staff grew more modestly by 19.3%, from 4,977 to 5,937 employees. The increase in workforce aligns with the rising production volumes, requiring more skilled labor to support mechanization.

Labor productivity, measured as inflation-adjusted revenue per employee, presents a mixed trend. It peaked at NGN 187.1 million per employee in 2022, a 24.3% increase from 2021, but dropped back to NGN 150.8 million in 2023, which is only 0.2% higher than in 2021. The decline in 2023 could be attributed to the significant growth in temporary staff, whose contribution to productivity may be less impactful, and the transitional challenges of mechanization, such as training and integrating new technologies. Despite this, the overall stability of labor productivity indicates the company’s ability to manage operational efficiency amid workforce expansion.

Employee wages and benefits expenses grew substantially, increasing by 62.2% from NGN 33,475 million in 2021 to NGN 54,295 million in 2023. The average monthly wage rose by 20.7% during this period, reaching USD 423 in 2023. This growth demonstrates FMN’s commitment to maintaining competitive compensation levels despite inflationary pressures and the expanding workforce. Additionally, contributions to pensions and other funds increased by 48.7%, while gratuity expenses rose by 35.3%. Expenditures on staff welfare services, including healthcare and community infrastructure, grew by 14.3%, underscoring FMN’s focus on enhancing the well-being of both direct and indirect employees and their families.

The trends in the workforce reflect FMN’s strategic adaptation to the growing scale of its operations and the seasonal requirements of agricultural work. The sharp increase in temporary staff highlights the company’s flexibility in managing seasonal demand, while the steady growth in permanent staff corresponds to the need for skilled labor to support mechanization and productivity improvements. Despite a slight decline in labor productivity in 2023, FMN continues to show resilience by investing in its workforce and maintaining its focus on social responsibility and employee welfare. These efforts not only ensure operational efficiency but also foster long-term loyalty among employees, contributing to the company’s overall stability and success.

The study of the dynamics of fixed assets and their utilization efficiency in Flour Mills of Nigeria Plc (FMN) holds significant importance, as it provides a comprehensive understanding of the company’s capacity to sustain, improve, and optimize its material and technical base. Fixed assets, which include property, plants, equipment, and machinery, serve as the backbone of FMN's operations and are critical to achieving its mission of delivering high-quality agro-allied and food products efficiently and sustainably.

Examining the dynamics of fixed assets allows for a deeper appreciation of how FMN strategically invests in and manages its physical infrastructure. As a company operating in a capital-intensive industry, FMN's ability to maintain and enhance its fixed assets is directly linked to its production capacity, operational efficiency, and long-term competitiveness. Monitoring changes in the scale, composition, and condition of fixed assets provides insights into the company's commitment to modernization, its response to evolving market demands, and its preparedness to embrace technological advancements.

Another critical dimension of this analysis is the role of fixed assets in supporting FMN's supply chain resilience. As a key player in Nigeria's food security framework, FMN relies on its infrastructure to ensure the consistent and reliable delivery of products across the country. The condition and efficiency of warehouses, transportation facilities, and processing plants significantly influence the company's ability to meet delivery schedules, maintain product quality, and respond to disruptions. By studying fixed asset utilization, FMN can identify ways to enhance its supply chain operations and strengthen its role as a trusted partner in the agro-allied sector.

In the context of material and technical base renewal, the study of fixed assets underscores the importance of continuous improvement. Aging infrastructure, obsolete machinery, and inefficiencies in asset management can hinder operational performance and limit the company's growth potential. By analyzing fixed asset trends, FMN can prioritize investments in modernization, streamline capital expenditures, and implement robust asset management strategies. These efforts ensure that the company's infrastructure remains fit for purpose and capable of supporting its strategic objectives.

Presented in table 2.4. study of fixed assets is essential for aligning FMN's operational strategies with its mission of sustainability and innovation. By investing in modern, efficient, and sustainable infrastructure, FMN not only enhances its competitive edge but also contributes to the development of Nigeria’s agro-allied industry. This focus on fixed asset management ensures that the company remains a leader in its field.

The dynamics of fixed assets and their efficiency in Flour Mills of Nigeria Plc (FMN) between 2021 and 2023 reveal notable trends that reflect the company's strategic focus on expanding its material and technical base to support growing production volumes and operational complexity. The average annual cost of fixed assets increased significantly by 33.4% over this period, from NGN 212.8 billion in 2021 to NGN 283.8 billion in 2023. This growth underscores FMN’s active investment in infrastructure, machinery, and other fixed assets essential to sustaining its integrated value chain, from agricultural production to food processing and distribution. Such investments are particularly vital in a high-demand environment like Nigeria, where population growth drives increasing food consumption and production capacity must be scaled accordingly.

Table 2.4 - Dynamics of the Availability of Fixed Assets and Efficiency of Their Use in Flour Mills of Nigeria Plc for 2021-2023 yy.

Metrics (NGN thousand)	Year			2023 in % to 2021
	2021	2022	2023	
Average Annual Cost of Fixed Assets	212805793	217780941	283822386	133,4
Gross Revenue	771607880	1163802851	1539654788	199,5
Availability of Fixed Assets	960575	988835	1290865	134,4
Capitalization of Fixed Assets	41499	41601	41187	99,2
Return on Equity	3,63	5,34	5,42	149,6
Capital Intensity	0,28	0,19	0,18	66,8

Source: calculated based on the «Annual report 2021-2023 yy.

Despite the substantial growth in the value of fixed assets, the efficiency metrics indicate mixed results. The availability of fixed assets rose by 34.4%, aligned with the growth in their cost, reflecting FMN's ability to effectively deploy additional assets to its operations. However, the capitalization of fixed assets slightly decreased by 0.8%, suggesting that while the company continues to enhance its physical infrastructure, the incremental gains in revenue generated from these investments might not be proportionate. This could be attributed to the longer payback periods typical of large-scale industrial and agricultural investments, especially when new technologies or facilities require time to achieve full operational efficiency.

Gross revenue corrected for inflation nearly doubled during this period, growing by 99.5% from NGN 771.6 billion in 2021 to NGN 1.54 trillion in 2023. While this indicates a strong expansion in FMN's output and market presence, the declining capital intensity from 0.28 in 2021 to 0.18 in 2023 (a reduction of 33.2%) implies improved efficiency in revenue generation relative to capital investments. This decline in capital intensity highlights FMN's ability to leverage its existing asset base and new investments to produce higher revenue without a proportionate increase in asset-related costs, demonstrating operational optimization and effective use of resources.

Return on equity (ROE) also saw a significant increase, rising by 49.6% from 3.63% in 2021 to 5.42% in 2023. This improvement signals that FMN has enhanced its profitability and the ability to generate returns for shareholders, likely driven by operational scaling, cost management, and strategic investments in technology and infrastructure. However, it should be noted that such returns are moderate compared to other sectors, reflecting the capital-intensive nature of agriculture and food production industries, where margins are often constrained by the high costs of machinery, logistics, and raw materials.

In summary, FMN's development of its material and technical base between 2021 and 2023 demonstrates a balanced approach to growth and efficiency. The company has made significant strides in expanding its fixed asset base to support increased production and market demand while maintaining a focus on optimizing resource utilization. The slight decrease in fixed asset capitalization suggests that the full potential of these investments has yet to be realized. This trajectory aligns with FMN's role as an integrated food and agro-allied company operating in a high-growth yet infrastructure-deficient market, where continuous investment in fixed assets is essential for long-term competitiveness and stability.

The analysis of the dynamics of key financial indicators for Flour Mills of Nigeria Plc (FMN) is of paramount importance in assessing the company's financial health, operational efficiency, and strategic positioning within the agro-allied and food industries. Metrics such as gross revenue, operating revenue, gross profit, operating profit, profit before taxation, and net profit for the year collectively offer a comprehensive view of FMN's financial performance and its ability to generate value for stakeholders. Understanding the trends and interrelations of these indicators provides crucial insights into the company's economic resilience, growth trajectory, and potential for long-term sustainability.

In addition to evaluating individual metrics, understanding the interrelations among these financial indicators is vital. For instance, trends in gross revenue and gross profit provide context for analyzing changes in operating revenue and profit. Similarly, variations in operating profit and PBT offer insights into the company's cost management and financial strategy. By examining these dynamics holistically, stakeholders can gain a nuanced understanding of FMN's financial performance and identify opportunities for improvement.

Moreover, studying the dynamics of these financial indicators is crucial for strategic planning and decision-making. FMN operates in a dynamic and competitive environment where financial performance directly influences its ability to innovate, expand, and sustain its operations. An in-depth analysis of these metrics equips the company's leadership with the knowledge needed to allocate resources effectively, prioritize investments, and respond proactively to challenges and opportunities.

Finally, the importance of these metrics (table 2.5.) extends to external stakeholders, including investors, regulators, and the broader community. Transparent reporting and analysis of financial performance reinforce trust and confidence in FMN's ability to fulfill its mission while contributing to Nigeria's economic development. By maintaining a strong financial foundation, FMN ensures its capacity to deliver value to its stakeholders while driving growth and sustainability in the agro-allied and food sectors.

The financial performance of Flour Mills of Nigeria Plc (FMN) from 2021 to 2023 highlights significant growth in revenue and profits, reflecting both external market conditions and internal strategic responses. Revenue nearly doubled during the period, increasing by 99.5% from NGN 771.6 billion in 2021 to NGN 1.54 trillion in 2023. This remarkable growth was driven predominantly by price inflation in global and domestic food markets, rather than an expansion of production volumes.

Table 2.5 – Financial Performance of Flour Mills of Nigeria Plc for 2021-2023

Metrics (N'BN)	Year			2023 in % to 2021
	2021	2022	2023	
Revenue	771,6	1163,8	1539,6	199,5
Gross Profit	106,8	108,1	177,1	165,8
Operating Profit	52,2	65,5	97,8	187,4
Profit before Taxation	37,3	39,2	39,8	106,7
Profit for the Year	25,7	28,0	29,5	114,8

Source: calculated based on the «Annual report 2021-2023 yy.

The primary contributing factor was the global food crisis triggered by the Russian full-scale invasion of Ukraine in February 2022. This conflict severely disrupted global agricultural supply chains, particularly affecting exports of grains and oils from Ukraine and russia, key players in the global food market. Nigeria, as a net importer of such commodities, experienced sharp increases in food prices, significantly boosting FMN's.

The company's gross profit also demonstrated substantial growth, increasing by 65.8% from NGN 106.8 billion in 2021 to NGN 177.1 billion in 2023. However, the growth in gross profit did not match the pace of revenue growth, suggesting that FMN faced rising costs of raw materials, transportation, and energy. These cost increases were likely exacerbated by the same geopolitical and macroeconomic factors driving revenue growth. The heightened costs of grain imports, coupled with higher energy prices due to global disruptions in oil markets, would have constrained profit margins. Additionally, climate change-induced weather variability, including droughts and floods across sub-Saharan Africa, likely impacted local agricultural production, further increasing dependency on costly imports.

Operating profit saw even more significant growth, rising by 87.4% from NGN 52.2 billion in 2021 to NGN 97.8 billion in 2023. This suggests that FMN implemented effective operational strategies to partially mitigate rising costs. Investments in mechanization, irrigation, and the optimization of production processes could have contributed to greater efficiency, offsetting some of the cost pressures. The company's integrated value chain model, which includes both agricultural production and food processing, likely helped contain costs by reducing reliance on external suppliers. However, operating profit growth still lagged behind revenue growth, reinforcing the idea that external price factors, rather than efficiency gains, were the primary driver of performance.

Profit before taxation increased modestly by 6.7% over the period, growing from NGN 37.3 billion in 2021 to NGN 39.8 billion in 2023. This comparatively small growth underscores the impact of rising financing costs and tax burdens. As FMN expanded its operations and invested in fixed assets, it likely incurred higher debt servicing costs, further eroding pre-tax profitability. Moreover, tax policies in Nigeria, designed to bolster government revenue during economic challenges, may have added to the financial pressures on the company.

Net profit for the year followed a similar trend, growing by 14.8% from NGN 25.7 billion in 2021 to NGN 29.5 billion in 2023. The slower growth in net profit compared to operating profit reflects the compounded effects of increased interest expenses, taxation, and other financial costs. Nonetheless, FMN's ability to sustain profitability during a period of such significant global and local challenges is a testament to its resilience and strategic positioning.

In conclusion, the financial performance of FMN over 2021-2023 reflects the dual impact of external shocks and internal strategic responses. While the company benefited from revenue growth driven by global price inflation, this was offset by rising costs across the board, from raw materials to energy and financing. The Russian invasion of Ukraine and its disruption of global food supply chains played a central role in driving food price inflation, which was the primary factor behind FMN’s revenue growth. At the same time, climate change-induced weather extremes added to the challenges faced by FMN and its local suppliers. The company’s ability to grow profits, albeit at a slower rate than revenue, highlights its operational resilience and strategic adaptability in a highly volatile environment. These results emphasize the importance of FMN’s integrated value chain, investments in infrastructure, and operational efficiencies in navigating a challenging global landscape.

2.2 - Features of corporate culture management at the enterprise

The organization employs thousands of workers, fostering a workplace that values diversity, equity, and inclusion. FMN actively supports employee development through training programs, fair remuneration policies, and scholarships for employees' children.

FMN's corporate social responsibility initiatives focus on education, community development, and healthcare, aiming to uplift local communities and promote food security. The company partners with farmers to enhance agricultural productivity through training and resource provision, supporting smallholder farmers and empowering local economies.

Geographically, FMN operates across Nigeria, with facilities and customer service centers strategically located in key states. It also engages in international collaborations to ensure product innovation and sustainability.

In the section on corporate culture management, you should focus on the company's main documents that regulate order and ensure consistency in company management table 2.6.

1. Human Resources Policies. These provide for the development of human capital, increased efficiency, and the maintenance of competitive advantages. 2. Code of Business Conduct. Ensures high ethical standards, transparency, accountability, and professionalism for directors and employees.

3. Risk Management Policy and Internal Audit. Clearly defined through the Risk Management Policy and the internal audit department, which reports to the Audit Committee.

4. Whistle-blowing Policy. Protects whistleblowers and establishes an independent channel for reporting violations.

Culture Support Tools. 1. PIILOT Program. An actively implemented evaluation system based on the principles of Performance, Integrity, Initiative, Leadership, Ownership, and Teamwork. It recognizes outstanding employees (including contractors), reinforcing a culture of shared values. 2. Communication Channels. Regular town halls (e.g., "Group Managing Director's Brief"), the Golden Penny News email newsletter, internal brochures, and circulars enhance transparency and employee engagement. 3. HR Automation ("Project Falcon", eHR). Implementation of an electronic HR platform providing employees with anytime access to their information.

Table 2.6 - Regulatory documents for corporate culture management

Document / Program	Purpose
Human Resources Policies	Development, training, and retention of employees
Code of Business Conduct	Ethical behavior, transparency, professionalism
Risk Management Policy	Internal control and risk management
Whistle-blowing Policy	Protection of whistleblowers, fighting misconduct
PIILOT System	Recognition and promotion of value-based behavior
Communication Channels	Information sharing, employee engagement, transparency
eHR (Project Falcon)	Automation of HR services

Source: calculated based on the «Annual report 2021-2023 yy.

The assessment of the corporate culture of Flour Mills of Nigeria Plc (FMN) is based on an analysis of internal policies, initiatives and employee feedback. Below are the key aspects that characterise FMN's corporate culture:

Strengths of FMN's corporate culture:

1. Implementation of ethical standards and transparency

FMN has a Code of Business Ethics that aims to uphold high standards of corporate values, transparency, accountability and professionalism. In addition, the company has implemented a whistleblowing policy that allows employees to report violations anonymously without fear of reprisals.

2. Gender equality initiatives

FMN actively supports gender inclusion through the FMN Women's Network programme, which aims to overcome barriers for women in the corporate environment and promote their professional development.

3. Social responsibility and sustainable development

The company invests heavily in social projects, including education, healthcare and infrastructure development. In particular, FMN spent approximately $3.5 billion on CSR projects, representing 13.6% of its after-tax profit.

4. Employee recognition and development programmes

FMN has implemented the PIILOT (Performance, Integrity, Initiative, Leadership, Ownership, Teamwork) programme, which aims to recognise and develop employees who demonstrate key corporate values.

Challenges and areas for improvement

1. Career growth and development. Some employees note limited opportunities

for career growth and insufficient support from management in this area.

2. Compensation. There are comments about low salaries and limited benefits compared to other companies in the industry.

3. Workload and work-life balance. Some reviews point to high workloads and the need to work overtime, which can affect work-life balance.

Corporate culture management at Flour Mills of Nigeria Plc (FMN) involves the following functions (table 2.7).

Table 2.7 – Functions of Corporate culture management at Flour Mills of Nigeria

№	Corporate culture management functions	Essence	Responsible person
1	Organization of corporate culture management	Development of regulations, principles and rules that provide for the implementation of corporate culture categories and criteria	Director
2	Analysis of corporate culture management	Analysis of compliance with corporate culture principles and rules, identification of violations, search for causes and persons who caused the violations	Director and heads of structural units
3	Planning corporate culture management	Planning measures for corporate culture management, including measures to combat fraud and illegal use of the brand; planning measures to improve corporate culture	Director and heads of structural units
4	Motivation for corporate culture management	Motivation for corporate culture management Development of motivational measures for employees in the event of clear compliance with corporate culture categories and criteria	Director

Source: compiled by the author based on his own research

Therefore, the functions of managing FMN Ukraine's corporate culture are largely entrusted to the director, who works closely with the heads of other structural units. However, the director performs many other tasks of a more strategic nature and is often unable to fully address issues related to corporate culture management.

FMN demonstrates a strong commitment to ethical standards, social responsibility and support for gender equality. However, there are areas that need improvement, particularly in terms of career development, compensation and workload. Overall, FMN's corporate culture is positive but has potential for further improvement.

2.3 Diagnostics of the corporate culture of the enterprise

At the next stage of our work, we consider it necessary to determine the current state of the corporate culture of the enterprise we are studying, which elements of corporate culture are significant for its employees, and which values prevail in this organisation.

There are various methods for researching corporate culture, which have been developed and successfully applied in practice by both foreign and domestic scientists and managers. To solve our problem, we chose D. Denison's OCAI methodology [18]. This methodology is considered by managers to be the most optimal, so it can be applied by us.

The OCAI methodology allows us to build a profile of corporate culture in terms of competing values: flexibility and discretion – stability and control, external focus and differentiation – internal focus and integration.

Denison suggests viewing the corporate culture of an organisation schematically as a circle divided into sectors.

The sectors are defined by the following characteristics of the organisation:

- flexible, external focus – adaptability; - external focus, stable – mission;
- stable, internal focus – consistency; - internal focus, flexible – involvement.

The above dimensions form four quadrants on a plane. Each of the resulting quadrants corresponds to one or another basic type of corporate culture: quadrant A – clan culture, quadrant B – adhocratic culture, quadrant C – market culture, quadrant D – hierarchical culture.

In this paper, we will attempt to quantify the values of FMN's corporate culture using the OCAI methodology. We will also assess the strengths and weaknesses of the corporate culture and gain an understanding of the areas that require further improvement.

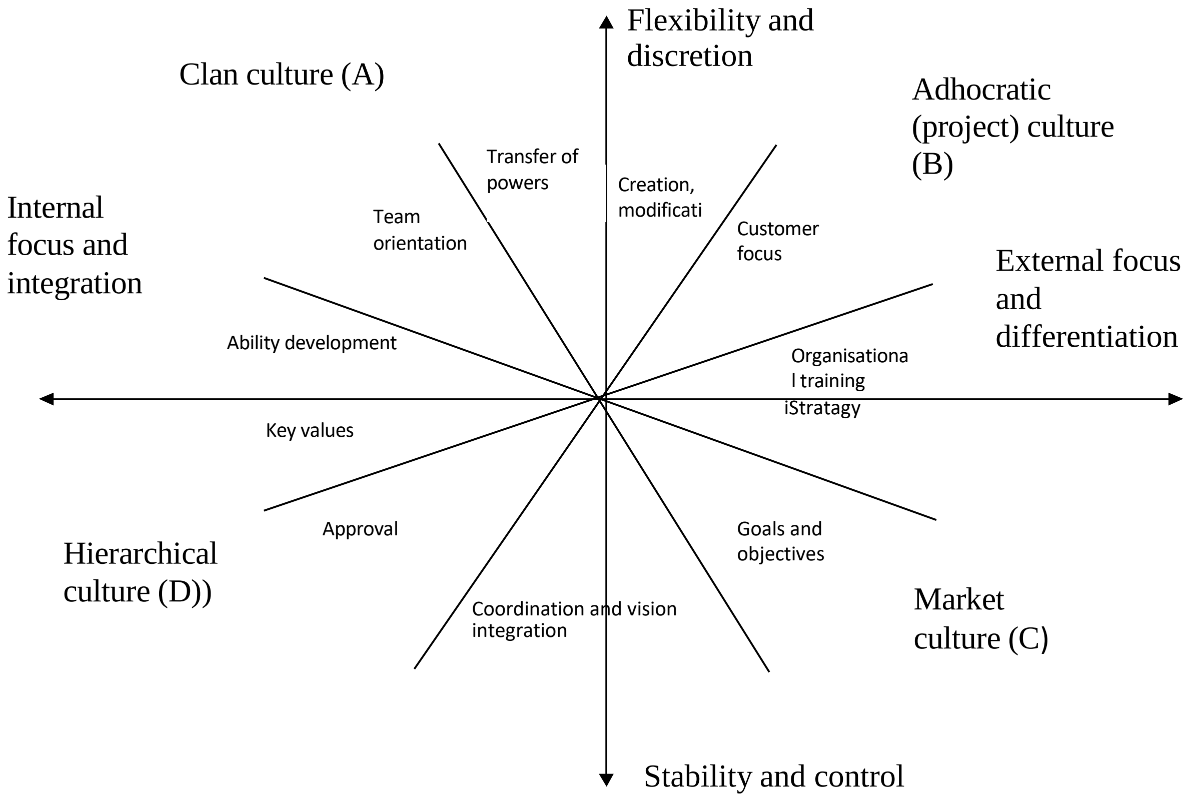


Figure 2.3 – Structure of competing values in the corporate culture OSAI organisation

Source: formed on the basis [8].

The results of determining the values of the corporate culture of the municipal enterprise are summarised. The results of the assessment are also presented in Figure 3.2.

Thus, according to its profile, the enterprise we are studying is characterised as an organisation with a market-type corporate culture. Accordingly, the methods and directions of the organisation's activities and the improvement of its corporate culture should be selected.

In terms of sustainability, FMN is aligned with the United Nations Sustainable Development Goals (SDGs) and integrates Environmental, Social, and Governance (ESG) principles into its operations. It emphasizes reducing its environmental footprint through renewable energy initiatives, waste management programs, and efficient water usage.

According to AmbitionBox, FMN received an overall rating of 4.2 out of 5, indicating a positive perception of the company among employees. Job security received the highest rating (4.3), while career growth opportunities were rated lower.

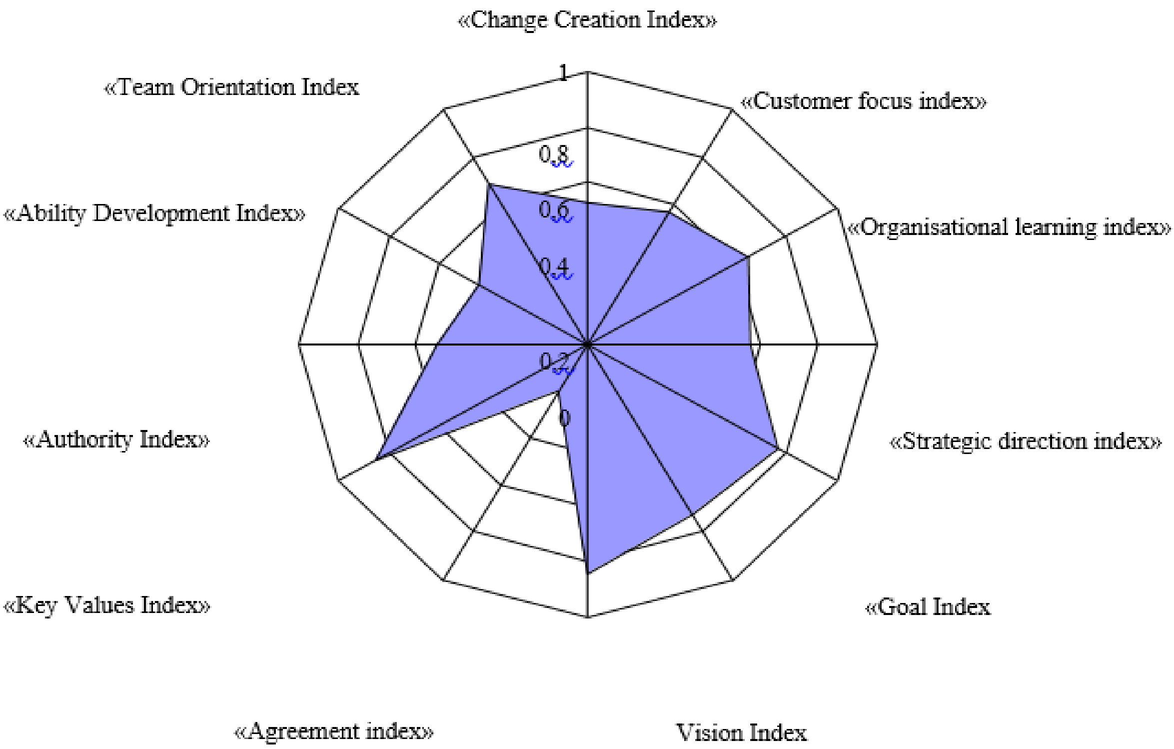


Figure 2.4 – Profile of the corporate culture of Flour Mills of Nigeria Plc.

Source: formed based on our own research

The following is a discussion of how inclusive leadership in the context of the Sustainable Development Goals (SDGs) is one of the key factors in managing corporate culture. It is a strategic approach to management that promotes equal opportunities, ensures respect for diversity, and encourages social, economic, and environmental sustainability. Below is an explanation of how inclusive leadership is related to the SDGs, particularly in a corporate environment such as Flour Mills of Nigeria Plc.

Benefits of inclusive leadership for achieving the SDGs: Increased efficiency and innovation — diverse teams are better at solving complex problems; sttrengthened corporate reputation — companies with an inclusive culture are more attractive to partners and investors; promoting social stability — through reducing inequality in society.

Table 2.8 - Inclusive leadership to the SDGs, particularly in a corporate environment such as Flour Mills of Nigeria PlS

SDG	Title	Contribution of inclusive leadership
SDG 5	Gender equality	Supporting women in leadership positions, creating a safe working environment, and combating discrimination.
SDG 8	Decent work and economic growth	Promoting employment among vulnerable groups, developing leadership among young people, people with disabilities and other underrepresented groups.
SDG 10	Reduced inequalities	Actively promoting inclusive policies, anti-discrimination personnel policies, equal pay.
SDG 4	Quality education	Investing in training, mentoring programmes, equal access to development opportunities for all employees.
SDG 16	Peace, justice and strong institutions	Supporting ethical management, transparency and fairness in corporate processes.

Source: formed on the basis open data of the enterprise

As noted in the previous section, the company takes an active position in inclusive leadership. Flour Mills of Nigeria Plc implements the principles of inclusive leadership through: FMN Women's Network — supporting women in business (SDGs 5, 10); FMN Academy — training for all categories of employees (SDGs 4, 8); Partnership with IFC — participation in the Nigeria2Equal program (SDGs 5, 10); Social initiatives (YALWA) — youth employment in rural communities (SDGs 8, 10).

Benefits of inclusive leadership for achieving the SDGs: Increased efficiency and innovation — diverse teams are better at solving complex problems; sttrengthened corporate reputation — companies with an inclusive culture are more attractive to partners and investors; promoting social stability — through reducing inequality in society.

The study indicates that an organisation will be successful if it has high adaptability, internal consistency and predictability, which, in turn, contributes to high employee engagement in the organisation's operations, while remaining within the framework of a shared understanding of the organisation's mission among all employees. Since areas related to innovation, employee and customer satisfaction remain underdeveloped in our organisation, the next step is to formulate areas for improvement of these components of corporate culture.

CHAPTER 3

PROPOSALS FOR IMPROVING OF THE CORPORATE CULTURE IN THE MANAGEMENT OF FLOUR MILLS OF NIGERIA PLC

Corporate culture is an essential component of effective management in modern enterprises. It defines the system of values, norms, behavioral rules, and internal interactions within an organization. [23]. Corporate culture influences employee motivation, engagement, and the overall workplace atmosphere. Here are several key reasons why corporate culture is vital in management:

1. Promotes unity and team cohesion**.** Shared values and norms foster a sense of belonging among employees, reduce conflicts, and enhance team cooperation.

2. Improves the effectiveness of managerial decisions. When employees understand and embrace the corporate culture, management initiatives are more readily accepted and implemented, as they are based on common principles.

3. Ensures stability and adaptability**.** Culture acts as a kind of "social glue" that helps an organization remain stable during periods of change while maintaining flexibility in responding to external challenges.

4. Shapes a positive company image. A healthy corporate culture enhances the company's reputation both internally and externally, helping to attract qualified personnel and business partners.

5. Supports strategic development. A culture focused on innovation, responsibility, and performance facilitates the achievement of long-term business goals and sustainable development [22].

Our research on academic sources has shown that there are problematic issues regarding corporate culture in Nigerian companies. The most prominent of these are in the following areas:

Hierarchical structures: Nigerian corporate culture is often characterized by a clear hierarchy, where decisions are made at the top and lower-level employees have limited opportunities to participate. This can inhibit initiative and creativity.

Corruption: Corruption is a significant problem in Nigeria, and it also permeates the corporate sphere. This factor can lead to inefficiency, reduced productivity and distrust between employees and management.

Mistrust: between employees and between them and management can be a result of corruption, poor governance and lack of transparency. This can inhibit teamwork and effective collaboration.

Limited staff development: Many Nigerian companies lack attention to employee development and training. This can lead to a shortage of skilled workers and reduced competitiveness.

Weak infrastructure: The lack of proper infrastructure, such as lack of high-speed internet or poor electricity supply, can negatively affect the operation of companies.

Cultural differences: Nigeria has a wide variety of ethnic groups, which can lead to cultural differences and communication problems.

Lack of proper management: Many Nigerian companies suffer from a lack of experienced and qualified managers.

Overall, these problems can lead to reduced productivity, distrust among employees, and difficulties in developing and growing companies.

Managing corporate culture is just as important as managing finances or production. It transforms a formal structure into a dynamic, effective, and adaptable organism capable of reaching strategic objectives.

In accordance with the goals of sustainable development and promoting their achievement, we want to outline alternative directions for improving corporate culture in the management of the Flour Mills Of Nigeria Plc enterprise (table 3.1)

FMN has a good foundation for a strong corporate culture. To increase employee engagement, reduce staff turnover, and enhance the company's reputation as an employer, it is advisable to strengthen transparency, employee support, talent development, and internal communication.

Therefore, in continuation of improving corporate culture, we would like to focus on the third alternative - improving work-life balance.

The process of forming and developing corporate culture may prove unsuccessful or ineffective if it lacks proper managerial support, which includes the design and implementation of a corporate culture development program.

Table 3.1 - Alternative directions for improving corporate culture in the management of the Flour Mills Of Nigeria Plc.

№	Area	Problem	Proposals
1	Improving the Career Development System	Employees complain about the lack of clear paths for professional growth.	• Implement Individual Development Plans (IDPs) for each employee. • Conduct regular performance appraisals linked to promotions or job rotation. • Introduce mentoring programs where experienced employees guide younger staff.
2	Reviewing Compensation and Reward Policy	Low salary levels compared to competitors.	• Conduct market salary analysis and update the compensation policy. • Introduce non-financial recognition (commendation letters, awards, public acknowledgments). • Launch flexible bonus programs based on both individual and team achievements.
3	Improving Work-Life Balance	Excessive workload and overtime.	• Introduce flexible working hours or hybrid work models where possible. • Organize mental health support programs (counseling, training, corporate retreats). • Conduct an internal workload audit to prevent employee burnout.
4	Developing Internal Communication and Feedback	Insufficient horizontal and vertical information exchange.	• Create a corporate internal portal/app with news, forums, and feedback channels. • Conduct anonymous employee satisfaction surveys every 6 months. • Hold monthly “open mic” meetings with management for unfiltered Q&A sessions.
5	Inclusion and Cultural Diversity	While gender policy is developed, inclusion can be expanded.	• Expand DEI (Diversity, Equity, Inclusion) policy to all staff levels. • Conduct inclusive leadership training. • Include cultural diversity metrics in managers’ KPIs.

Source: author's own development

The organization’s management must develop a corporate culture development program, like any other innovation. Changes associated with the implementation of such a program may encounter resistance from employees. The process of shaping and evolving corporate culture has its own specific characteristics compared to innovations in areas such as production or sales.

If the organization is not newly established — as is the case with our enterprise — then a certain corporate culture already exists: there are established traditions, customs, values, goals, and attitudes toward the internal and external environment. Therefore, cultural change, among other things, requires the involvement of qualified managers in this field.

Secondly, corporate culture cannot be imposed "from above" in a directive manner, because it is shaped in the consciousness of employees through their shared experiences and activities within the organization.

To introduce changes to the corporate culture that will support the enterprise's development, management must take a series of steps (see Figure 3.3).

Changes associated with the formation of the company’s culture may face employee resistance. To minimize this resistance, a corporate culture development program must be designed in a way that is clear and understandable to every employee. All innovations should be discussed in advance at meetings, and the most significant changes — at general staff assemblies.

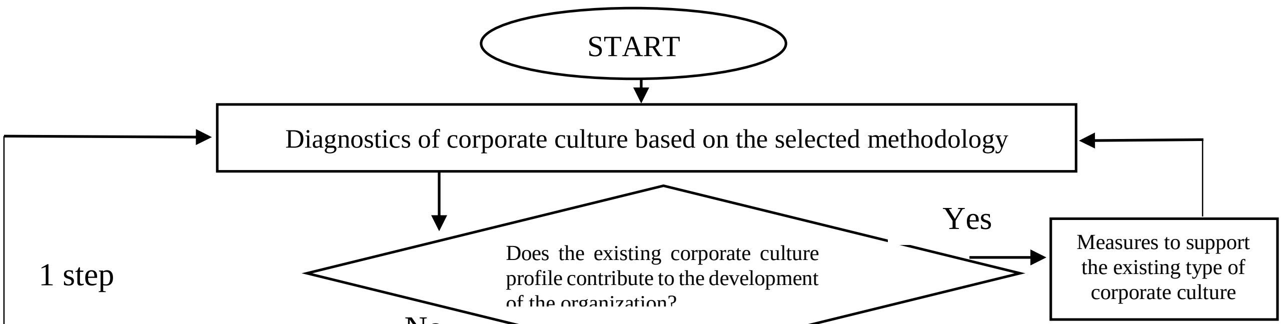
When forming and developing corporate culture, it is essential to consider employees' opinions. The head of the enterprise must lead by example and demonstrate the necessity and appropriateness of the changes and innovations being implemente

This is particularly important for our enterprise, as well as for other domestic organizations, where the top executive traditionally holds significant authority and influence among employees.

The “waterfall” principle should also be implemented: the provisions and principles of corporate culture must cascade downward through all hierarchical levels, reaching even the frontline workers [24].

All organizational levels must be actively involved in the process of shaping and developing corporate culture. If innovations are not accepted or encounter resistance at any level, they should be reviewed and adjusted—starting again from the top level of management.

Therefore, in continuation of improving the corporate culture, we would like to focus on the third alternative Improving the work-life balance.



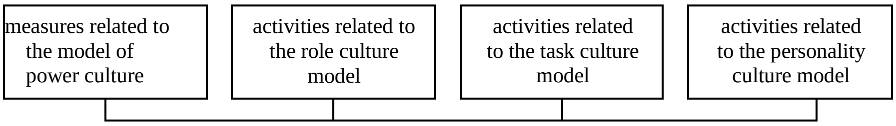


Figure 3.3 - Algorithm for implementing changes in the corporate culture of an enterprise

Source: author's own development

For Flour Mills of Nigeria PLC (FMN), the implementation of an effective Work-Life Balance program is a critical step in supporting employee well-being, increasing productivity and reducing staff turnover. This is especially important given the specifics of production processes and the challenges faced by employees.

Work-life balance is an important concept in modern business management, which involves harmoniously combining work and personal time for employees. This ensures productivity and job satisfaction without compromising personal life, health or social relationships. Work-life balance has become an important aspect in organisations, and its implementation has several important advantages.

FMN is one of Nigeria's largest agro-industrial companies, with a wide range of activities, from flour to sugar, pasta, fertilizers and animal feed. Employees report the following aspects of their work:

1) High workload and multitasking: Some employees report being required to perform duties that go beyond their job descriptions, leading to burnout and reduced efficiency.

2) Inadequate compensation for overtime: Not being adequately compensated for extra hours can demotivate employees and affect their attitude towards work.

3) Limited opportunities for career advancement: Some employees report that internal promotions are rare, which can lead to feelings of stagnation and low motivation.

4) Positive aspects: Despite the challenges, employees also report benefits such as a stable salary, free meals and training opportunities.

Given the above features, the implementation of the Work-Life Balance program is crucial for FMN for several reasons:

1. Maintaining employee health: Excessive workload and lack of rest can lead to physical and emotional burnout. Ensuring a balance between work and personal life helps to improve the overall well-being of employees.

2. Increasing productivity: Employees who have the opportunity to restore their strength demonstrate higher efficiency and creativity in performing their duties.

3. Reducing employee turnover: Creating favorable working conditions helps to retain talented employees and reduce the cost of hiring new employees.

4. Improving corporate image: Companies that care about the well-being of their employees have a better reputation in the market and attract more candidates.

Here is an example of the Work-Life Balance program for Flour Mills of Nigeria Plc (FMN). The program takes into account the local context, corporate culture and international best practices. It aims to improve employee productivity, engagement and well-being (table 3.2)

Table 3.2 - Work-Life Balance Program for Flour Mills of Nigeria Plc

№	Program components	Content
1.	Flexible work schedule	Introduction of flexible start/end of the working day (for example, 7:30–16:30 or 9:00–18:00).

		• Possibility of partial remote work for administrative staff (2 days per month). • Shortened day on Friday once every two weeks for office staff.
2.	Support for mental and physical health	Launch of the FMN Wellness Week program: quarterly fitness events, meditation, nutrition workshops. • Confidential psychological assistance (through partnership with a clinic or online services). • Regular offline/online seminars on stress management, emotional intelligence.
3.	Support for family responsibilities	Expansion of parental leave (6 weeks for fathers; 16 weeks for mothers). • Childcare assistance: subsidies for daycare centers or partnerships with local daycare centers. • Work schedules adapted to parents in the first year after the birth of a child.
4.	Development and learning without compromising life	FMN Academy online platform with flexible course hours. • Mentoring program: development without formal pressure on non-working hours.
5.	Vacation and rest planning	Digital vacation management system that automatically reminds employees to use vacation days. • Additional day off on an employee’s birthday. • Recognition and encouragement of rest: bonus for using all vacation days.

Source: author's own development

Title of Work-Life Balance: Program for Flour Mills of Nigeria Plc:

Program Objective: To enable employees to effectively balance their work and personal lives without compromising productivity, health and motivation, contributing to the achievement of the Sustainable Development Goals (SDGs 3, 5, 8).

The next step will be to calculate an assessment of the program's effectiveness, table 3.3.

Table 3.3 - Program performance evaluation (KPIs)

Indicator	Basic level	Goal 1 year later
WLB balance satisfaction index	62%	≥ 80%
Staff turnover (office)	18%	≤ 12%
Number of sick days	6,1 / працівника	≤ 4,5
Percentage of vacation days used	72%	≥ 90%

Source: author's own calculations

There are distinct phases in project implementation, each of which is essential for the successful completion of the project. These phases include initiation, planning, implementation, control and monitoring, and closure. The next stage will be to implement : Diagnostics, Pilot launch, Scaling, Evaluation (table 3.4).

Table 3.4 - Goal in 1 year Implementation phases

Source: author's own calculations

Stage	Period	Tasks
Diagnostics	Month 1	Implementation phases
Pilot launch	Months 2–4	Testing 3 key initiatives
Scaling Months	Months 5–12	Full launch, training of line managers
Evaluation	End of year 1	Analytics, strategy adjustments

Thus, the project we propose will have the following expected results: increasing motivation, loyalty and engagement of staff; reducing burnout and sick leave; forming a positive employer brand; and, most importantly, supporting the Sustainable Development Goals, in particular SDG 3 (health), SDG 5 (gender equality), SDG 8 (decent work).

CONCLUSIONS

The thesis examines the theoretical foundations of corporate culture, describes the activities of Flour Mills of Nigeria Plc, and proposes measures to improve the corporate culture of the enterprise.

A review of the scientific literature revealed that corporate culture is a key factor in effective enterprise management in a competitive environment and a dynamic economy. Corporate culture includes the mission, values, symbols, rituals, communication models, and ethical standards that define the internal environment of the enterprise. Its formation requires a systematic approach — from diagnosing the current state to planning changes, implementing them, communicating them, and evaluating their effectiveness.

The management structure of Flour Mills of Nigeria Plc (FMN) is multi-level and functionally oriented, in line with the requirements of a large integrated company covering various sectors, including food manufacturing, agro-processing, logistics and finance.

FMN's business structure reveals a strategic focus on food production, which remains the dominant sector, contributing an average of 63.8% to its gross revenue from 2021 to 2023. This focus has been bolstered by the growing demand for food products, driven by Nigeria's expanding population and urbanization. Furthermore, FMN's integration of agro-allied services, sugar production, and support services reflects a sound diversification strategy, which ensures long-term sustainability while addressing the nation's socio-economic needs, including food security.

The company's commitment to enhancing operational efficiency is also evident in its agricultural land use, with an increased focus on mechanization and irrigation. By strategically investing in both land cultivation and technological advancements, FMN enhances productivity, which is crucial for supporting its food production and agro-allied services. The company has also demonstrated strong social responsibility through its partnership with smallholder farmers, providing them with resources and training, which directly contributes to improved productivity.

Despite significant growth in revenues and profits, the efficiency of fixed asset utilisation does not always meet expectations, indicating the need for further investment in modernisation and improvement of production processes. The 87.4% growth in operating profit and the decrease in capital intensity indicate improved efficiency in the use of resources, but high costs for raw materials, energy and financing limit the company's ability to fully realise the potential of its investments.

As a result, FMN has been able to demonstrate stability and resilience amid external crises, including global food crises and geopolitical turmoil. However, to ensure long-term competitiveness and sustainability in a changing market, the company must focus on further improving its investment strategies and increasing operational efficiency.

Corporate culture management at Flour Mills of Nigeria Plc (FMN) demonstrates a high level of commitment to ethical standards, transparency and social responsibility. The company actively supports gender equality, social initiatives and employee development, which is reinforced by programmes such as PIILOT and corporate responsibility initiatives.

However, identified issues such as limited career opportunities, low compensation and excessive workload indicate a need for further improvements in corporate culture management. Given these challenges, it is important for the company to continue working to improve the work-life balance of its employees, as well as to optimise its compensation and professional development systems.

Overall, FMN's corporate culture is positive, but to achieve even greater effectiveness, the company needs to focus on addressing current issues and developing employees to provide them with greater opportunities for growth and job satisfaction.

According to the results of the OCAI methodology diagnosis of the corporate culture of Flour Mills of Nigeria Plc (FMN), the organisation has a market-oriented culture. This means that the company focuses on results, efficiency and competition, while ensuring stability and control. However, characteristics such as stability and internal harmony are also important aspects of its corporate culture.

An analysis of corporate culture issues in Nigerian companies has identified several key issues, such as hierarchical structures, corruption, mistrust between employees and management, limited staff development, weak infrastructure and cultural differences. These issues can lead to reduced productivity and trust among employees, which negatively affects the company's development.

To improve corporate culture at FMN, it is recommended to focus on areas such as:

1. Improving the career development system: Introducing individual development plans (IDPs), regular performance reviews and mentoring programmes.

2. Reviewing compensation and reward policies: Analysing the salary market and introducing flexible bonus programmes.

3. Improving work-life balance: Introducing flexible working hours, organising mental and physical health support programmes.

4. Developing internal communication and feedback: Creating a corporate portal for information exchange and conducting regular employee satisfaction surveys.

5. Inclusivity and cultural diversity: Expanding DEI policies and conducting training on inclusive leadership.

Overall, the measures proposed as part of the work-life balance improvement programme are an important step in supporting employee health, reducing staff turnover and increasing productivity. Important results are expected in terms of increased motivation and employee loyalty, reduced burnout and sick days, and an improved image of the company as an employer.

An assessment of the programme's effectiveness using KPIs indicates significant improvements over the next 12 months, including an increase in employee satisfaction with work-life balance to 80%, a reduction in staff turnover to 12% and a reduction in sick days to 4.5 per employee.

Thus, the Work-Life Balance programme for FMN will contribute to the sustainable development of the organisation and meet the Sustainable Development Goals (SDGs 3, 5, 8).

10.06.2025

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APPENDICES