

THE INTERNATIONAL JOURNAL OF HUMANITIES & SOCIAL STUDIES

A History of Promasidor Nigeria

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Abstract

This work explores the History of Promasidor Nigeria 1993- 2017 as an offshoot of the Promasidor Group through the examination of its origin, growth, development, nature, extent of activities and the impacts of the Company in Nigeria as one of the active drivers of the Nigerian consumer goods sector.

The time scope of this study is between 1993 and 2017. The former is the departure date of this work because it marked the year the Promasidor Nigeria was established. Never the less, 2017 will be the terminal date taking into consideration the 20th anniversary of the Cowbellpedia.

Works have been done by scholars on Multinationals such as UAC, Shell, Nigerian Breweries, PZ Cussons, and Unilever among others that have played great roles in the Nigerian economic space. However, Promasidor Nigeria one of Nigeria's leading food and beverage giant has not received adequate attention in its efforts at adding values to the Nigerian society despite its profit orientation and neither does Promasidor Nigeria have an official written account of its history.

Many companies operating within the shores of Nigeria do not know the values of far reaching impactful initiatives particularly in the educational sector and this ignorance is displayed in the heavy investments made in initiatives that have and add low values to the moral and social structures of the Nigerian society such as the "Big Brother Naija show", beauty pageantry among others. The highlighting of this decadence as a social problem has not received adequate attention. This research employed qualitative historical methods of analysis and data based on primary and secondary sources. The primary sources include oral interviews with top and junior ranking staff members of the company, Cowbellpedia officials, Promasidor distributors, Provision traders, supermarket cash and sales persons. It protected the identities of the company's staff members who were not the spokespersons nor authorised to divulge the company information grounds that they can be disengaged from the services of the company for divulging its information save the interview of the company's Corporate Brand Manager who is the authorised brand spokesperson. Other primary sources used include Promasidor Link Newsletters, Promasidor News, Conference Reports and Proceedings, Newspapers, Factsheets and Promasidor official documents on the company website pages <http://www.promasidor.ng> and <http://www.promasidor.com>. The secondary sources consulted are books, journals, articles, newspapers, Encyclopaedia, and internet materials.

This works concludes that Promasidor Nigeria emerged from the market and health needs of Nigerians and on the strength of its dedicated staff members who are celebrated annually in its Long Service Awards and Hall of Fame. Though a profit-oriented business, and having weaknesses such as the unfair treatment of its staff members, it has fairly impacted on the Nigerian social structures as well as national development.

Keywords: Promasidor Nigeria, promasidor group, corporate social responsibilities, multinational corporations, cowbell national mathematics competition, cowbellpedia

1. Introduction

The history of MNCs in Nigeria can be traced back to the colonialism. Colonialism though has been defined in the light of humanitarianism, Religious movements, Pax Britannica among other excuses was basically according to Hopkins Economic History of West Africa for the search for raw materials by the then industrializing world and markets for their finished goods. The economic motive was the substructure on which the political administration of colonies was built. From 1900 which marked the official taking over colonies, much emphasis was placed on export and import trade to pursue the economic motive of colonialism. These policies resulted in the proliferation of highly integrated MNCs in Nigeria. The situation was such that by the 1920s, the Nigerian market came to be dominated by MNCs and in 1949, the largest three of the MNCs were John Holt, United African Company (UAC), a Unilever affiliates and Paterson Zochonis: all primary goods companies among others accounted for about 49% of all traded commodities in Nigeria.¹

After the Second World War, Nigeria witnessed the establishment of a few industries within its borders and this was partly due to the transfer of political power into the hands of Nigerian leaders who became increasingly interested in the establishment of industries to achieve greater economic independence especially in the area of manufacturing. To achieve this, the Nigerian economy was opened to both foreign and local investors. In the 1950s, both the Federal and

¹ Abumere, S. (1981). Multinational Corporations in Bendel State of Nigeria, *GeoJournal*, 5(3), 225.

Regional Governments sent trade and industrial missions abroad to publicise the industrial potentials of Nigeria² to prospective investors with incentives such as tax holidays, profit repatriations, free economy among others.

In the spirit of promoting the establishment of industries and development of the Nigerian state, the government of the newly independent state continued its open economic policies and this increased the proliferation of MNCs in the exploration of the potentials the Nigerian market posed. The activities and operations of MNCs especially in the foods and beverage industry did appear to not have impressive positive effects on the standard of living of many middle- and low-income earners as many could not afford dairy products especially milk which supplied necessary nutrients for the development of strong bones and healthy living. In 1957, fresh milk production and consumption in Nigeria was low.³ The low levels of production of milk by the early comers such as Friesland Campina, low purchasing power, preferences for particular foods and low levels of education all combined to limit the consumption of milk in Nigeria. The desire to provide essential dairy products for the less privileged of the society inspired Promasid or to the pioneering of the sale of quality dairy products in convenient and small quantities at extremely pocket friendly prices. It was under this vision and atmosphere that Promasid or Nigeria emerged and thrived. In demonstrating corporate governance and social responsibility, it has added value to the existing social structures of the Nigerian society. In understanding the development of Promasid or Nigeria, it is imperative to understand the origin of the parent company as a basis for the functioning of its outlets: hence a survey.

1.1. A Survey of Promasid or Group 1979-2003

Promasid or, is a Fast-Moving Consumer Goods (FMCG) company. A successful family owned business of Robert Rose.⁴ Promasid or was coined from the names of the founder's immediate family ; P – Paul (Roberts first son and current worldwide Promasid or Chairman), RO – Rose (the Family Name), MA- Mark (first son and current Chairman and Chief Executive Officer Promasid or South Africa (Pty) limited), SI – Simon (Roberts' second son), DOR – Doren (Roberts' only daughter and last child) all summing up to the name PROMASID OR.⁵ It is a leading food and beverage giant which distributes affordable food and beverage products of superior quality across Africa. Its varying products can be divided into five categories namely;

- Dairy: divided into three namely Cowbell milk in powdery form of various variants, Loya Premium Full Cream Milk Powder specially made from milk sourced from New Zealand and Miksi Instant Filled Fat Milk. All in various packs and sizes. Cowbell Cheese. Available in three stock keeping units of 8, 16, and 24 portions.⁶
- Beverage: divided into 8 main products segment and they include carbonated Drink-O-Pop⁷ and Amila soft drink⁸, Top Tea Classic and flavoured tea⁹, Proma Cafe Coffee¹⁰ and Twisco Delicious Chocolate Drinks,¹¹ Kremela tea and coffee creamer, and Cowbell fruity drinks (extinct a few years after launch in 2010). All in varying variants, forms and flavours
- Cereal: Briella Yumvita for infants available in two variants and Briella Sunvita for the entire family.¹²
- Food Supplement: Baby formula divided into two namely Cowbell Tina 1 and Cowbell Tina 2¹³ and the adult vegetarian Sossi
- Culinary: Onga, available in powdery and cube, of different varieties and sizes
- Snacks- Wow in 4 flavours.
- Promasid or food supplements: Its Baby formula is divided into two namely Cowbell Tina 1 and Cowbell Tina 2 and adult vegetarian Sossi.

Imperialism and colonialism in Africa are the two variables that put the vehicle of development of the prior existing self-sustained pre-colonial states into a reverse gear. Imperialism and Colonialism have been defined by scholars such as Rodney¹⁴, Hobson¹⁵, and Hopkins¹⁶ among others. Both were introduced chiefly for economic reasons which were the securing of cheap raw materials for the industries of the then developing world, now developed and securing a market for their finished goods. In achieving the stated ends, various overt and covert means were employed which included the introduction of the colonising / metropolitan state currency, discouragement and destruction and indigenous technology among others, all which made the achievement of colonial ends easy and inextricably tied the economies of the colonizer and colonized not symbiotically but parasitic as evident in the battered economies of most African States at independence.

² Faluyi, K. (1996). Industrialisation Under Colonial Rule. In G.O. Ogunremi and E.K. Faluyi (Eds), Economic History of West Africa (p233). Ibadan: Rex Charles Publication.

³ Seyoum, S. (1986). Consumption of Dairy products in West Africa: Past Trends and Future. ALPAN Network Paper 3. ILRI. 10.

⁴ Promasid or Nigeria. (2017). Our Story. Retrieved April 16, 2018, from <http://www.promasid or.ng/en/about>.

⁵ Mr X. A top ranking Promasid or Nigeria staff member. Retrieved June 23, 2018 at Promasid or Nigeria Head Office, 3A&B Cowbell Way, Isolo Industrial Estate, Isolo, Lagos.

⁶ Promasid or Brands (2016). Drink-O-Pop. Retrieved November 12, 2017 from <http://www.promasid or.com/en/promasid or-brands>

⁷ Drink-O-Pop. 2015. Retrieved November 15, 2017 from <http://www.promasid or.com/en/brands/beverages/drink-o-pop/>.

⁸ Promasid or. (2015). Amila. Retrieved November 15, 2017 from <http://www.promasid or.com/en/brands/beverages/amila/>.

⁹ Promasid or. (2015). Top Tea. Retrieved November 15, 2017, from <http://www.promasid or.com/en/brands/beverages/top-tea/>.

¹⁰ Promasid or. (2015). Proma Cafe. Retrieved from <http://www.promasid or.com/en/brands/beverages/proma-cafe/>.

¹¹ Promasid or. (2015). Twisco. Retrieved from <http://www.promasid or.com/en/brands/beverages/twisco/>.

¹² Promasid or. (2017). Yumvita. Retrieved November, 30, 2017 from <http://www.yumvita.com/gh/en/news/articles/briella-promasid ors-master-cereal-brand/>.

¹³ As a Result of the Need to be Compliant, The Unit was Birthed. (March-June 2016). Promasid or News, p

¹⁴ Rodney, W. (2004). How Europe Underdeveloped Africa. London: Bogle-L'ouverture. 223-287.

¹⁵ Hobson, J. (1902). Imperialism: A Study. New York: James Pott. 15-377.

¹⁶ Hopkins, A. (1973). Economic History of West Africa. New York: Columbia University Press. 10-337.

After independence, the faulty foundational structure laid by colonialism in the various independent African states and the non-reversal of these faulty structures made state building an uphill task. Foundations such as cash crop economies, colonial economic orientations, corruption and greed, docile and robotic leaders, ethnic nationalism and mutual suspicion, natural disaster such as drought among others soon became ingredients for civil wars that ravaged many African countries few years after independence. The aforementioned foundational problems further fastened the downward plunge of the economies which consequently reflected in the standard of living and by extension nutrition of Africans. An essential nutrient: milk which contains valuable nutrients was reduced or removed from the menu of many African masses and low-income earners. Nutrients contained in milk include Calcium whose primary role among other functions is the development and maintenance of healthy bones and teeth, Choline which supports sleep, muscle movements, learning and memory, Potassium which is associated with reducing the risk of stroke, heart disease, high blood pressure, reduction in the formation of kidney stones among others, Vitamin D though not naturally present in cow's milk is often added alongside other nutrients to fortify cow's milk plays important roles in calcium absorption and immune function and reduces the risk of breast and colon cancer, hypertension, muscle pain among others. Other nutrients in which milk is fortified are numerous vitamins such as Vitamin A, B2 or Riboflavin, B12, B6, Magnesium, and phosphorus.¹⁷ Milk became endangered in the diet of many Africans because of poverty, low local production, drought, among other factors which consequently led to its reduced intake and malnutrition.

In West Africa, the production price of a litre of milk varied from 12% to 111% of the 1978 average daily wages of skilled and unskilled labourers in the urban areas of Chad and Niger¹⁸, there were instances that powdered milk for infant feeding were over diluted in order to make it last longer in areas such as Cote D'Ivoire and Ghana¹⁹, consumer welfare gains resulting from the Malian government's dairy import policy (e.g. subsidised retail prices on some imported items) had been relatively small and were mainly patronised by higher income urban consumers.²⁰ More so, the prices of milk especially imported milk were high relative to other food staples and to compound the problem, even the consumers of milk products were taxed in countries such as Nigeria.²¹ Local milk production was also at an all-time low because governments focused more on the importation of dairy products and local milk production was predominantly rural which greatly depended on the distribution of milk producing livestock populations, poor storage state, transportation problems among other problems.²² In fact, evidence suggests that dairy demand was strongly tilted towards urban areas and relatively high income consumers hence leading to a virtual stagnation of rural milk consumption even in traditional milk producing areas.²³

In East Africa: Kenya, the development of modern dairy dates back to the late 1920s when European settlers in Kenya Highlands introduced exotic dairy cows.²⁴ Dairy production witnessed the gradual entrance of others; creation of cooperative dairies, etc consequently improving dairy production.²⁵ Kenya managed to attain and maintain a position of broad self-sufficiency and also export some dairy products up to the late 1970s.²⁶ Dairy was so abundant that the country was able to inaugurate a school milk feeding scheme (SMFS) for children in primary schools in 1979.²⁷ Similar to other African countries experiences, Kenya was hit hard by a spell of drought during the latter part of 1979/1980. Production of all major agricultural products greatly declined; stored stocks were gradually exhausted consequently leading to shortage of food.²⁸ The great demand for dairy and the absence of it had a negative effect on the nutrition of the people, consequently causing malnutrition. In Ethiopia in spite of the various farmers' cooperatives, milk production was still at an all-time low due to the absence of technical assistance, low scale dairy farms, absence of storage facilities, among other reasons created an unreliable market especially in the interior of the country as early as the 70s.²⁹ In Burundi, poor marketing infrastructure, crude milk processing created an increasing demand for dairy in the urban while the high price of milk led to a downward demand by poor and vulnerable persons.³⁰ Many other African states had experiences similar to the above.

On the strength of the above problems associated with milk production and consumption among others, the prevalent malnutrition that had plagued Africa spurred Robert Rose, a British national who had earlier left the United Kingdom for Zimbabwe in 1957, who was then chairman of Allied Lyons Africa³¹ to carry out a research to unravelling the cause. The reports of his research revealed that milk was absent in the menu of most Africans because it was expensive

¹⁷ Ware, M. (2017) All about Milk. Medical News Today. Retrieved April 16, 2018 from <https://www.medicalnewstoday.com>.

¹⁸ Seyoum, S. Consumption of Dairy products in West Africa...

¹⁹ Seyoum, S. Consumption of Dairy products in West Africa...

²⁰ Seyoum, S. Consumption of Dairy products in West Africa...

²¹ Nwoko, S. (1986). The development of Dairy products imports in Nigeria. ILCA/LPU Working paper 10. ILCA, Addis Ababa. 70. Retrieved April 16 from <http://www.ilri.org/InfoServ/Webpub/Fulldocs/WP10/Toc.htm>...

²² Seyoum, S. Consumption of Dairy products in West Africa...

²³ Massow, V. (1989). Dairy imports into sub-Saharan Africa: Problems, policies and prospects. Research Report 17. ILCA. Ethiopia: Addis Ababa. Retrieved April 16, 2018 from www.fao.org/Wairdocs/ILRI/x5459E00.htm...

²⁴ FAO Corporate Document Repository. Dairy Development and Marketing Policies in Kenya. Dairy Development and Internal Dairy Marketing Structure in Sub-Saharan Africa: Policies, Performance and Options. Retrieved April 18, 2018 from <http://www.fao.org/wairdocs/ilri/x5440e/x5440e05.htm>.

²⁵ FAO Corporate Document Repository. Dairy Development and Marketing Policies in Kenya...

²⁶ FAO Corporate Document Repository. Dairy Development and Marketing Policies in Kenya...

²⁷ FAO Corporate Document Repository. Dairy development and internal marketing structure: Policies, Performance and Options. Retrieved April 18, 2018 from <http://www.fao.org/wairdocs/ilri/x5440e/x5440e05.htm>.

²⁸ FAO Corporate Document repository. Dairy development and internal marketing structure: ...

²⁹ FAO. March 1981. International Scheme for Coordination of Dairy Development Mission Report on Ethiopia. 41.

³⁰ FAO/WFP. (October, 1993). East Africa Interim Evaluation Summary Report on Dairy Development. 52.

³¹ Promasidor Nigeria. (2017). Our Story. Retrieved April 16, 2018 from <https://www.promasidor.ng/en/about/>.

particularly because of the presence of animal fat, unaffordable and often unavailable especially for the less privilege³². The desire to meet the deficiency in nutrition and the earlier explained in affordability of milk in Africa made Robert Rose to approach the world's biggest producers of milk in New Zealand.³³ He consulted with them, asking if the cost of milk will be brought low if he extracted the animal fat in milk which made it expensive and not too healthy and replaced it with vegetable fat.³⁴ Milk products prior to his consultation were full cream milk which contained animal fat.³⁵ Robert Rose's driving passion plan was to create a brand in Africa that would meet the nutritional and health needs of the people at an affordable price.³⁶ These concerns launched the idea of fat filled milk which had animal fat replaced with vegetable fat which is healthier, cheaper and still contained milk essential vitamins and nutrients for the first time in Africa.³⁷

The extraction of animal fat and replacement with vegetable fat made milk production affordable. ³⁸Affordable production paved way for the pioneering of the retailing of extremely affordable high quality milk in small sachet, also known as single serve use sachet in Africa: Zaire, now Democratic Republic of Congo in 1979 and the milk was christened Cowbell milk with "Our Milk" ³⁹ The brand responsible for this small sachet milk retailing innovation is Robert Rose Promasidor with Cowbell Milk as its flagship brand.

Various reasons can be tendered as to why Zaire was Promasidor's first point of call in Africa. The first reason was that Robert Rose grew up in Zaire. ⁴⁰More so was the economic status of Zaire as far back as the colonial period in which a large percentage of Congolese population was rural and most people live in scattered villages. ⁴¹ Similar to other African states bitter experiences with colonialism was Congo's experience. In the 1950s after the 2nd World war, income increased, however, it did not have a deepening effect in the bridging of the gap between the rich and the poor as great wealth disparity existed.⁴² Congo at independence in 1960 had roughly the same development level as South Korea and was the 2nd industrialised country on the continent after South Africa.⁴³ Many scholars such as Young and Turner⁴⁴ Maton, J, et al⁴⁵ among others have described the incidences that happened after Mobutu Sesesenko launched his unsuccessful policy of "Zairianisation" in 1973. Some of the economic policies heralded by Mobutu in his "Zairianization" attempt in 1973 and their more radical phase one year later soon proved to be the perfect recipe for disaster.⁴⁶

More so, the structural adjustment economic mismanagement of public state resources during Mobutu's tenure partnered state failure and decay. These failed economic policies as well as the reduction in the global price of Copper led to the steady decline in the Per Capital GDP, and had a moribund effect on the standard of living of Congolese.⁴⁷ However, from 1977-1986, the country was almost under some sort of stabilisation and adjustment by the International Monetary Fund (IMF)⁴⁸. The relative stabilisation of the economy paved way for Robert Rose to step in to help salvage deficiency in nutrition which was a reflection of the fall in the standard of living and also to make profit as reflected in the company's set rules of operation. It was from Zaire that Promasidor expanded to other parts of Africa.

The vision of Promasidor is to provide the opportunity for everyone in Africa to purchase the various Promasidor brands because she believes everyone deserves the opportunity.⁴⁹ The vision is strongly built on the foundation of three (3) clear set of rules. They are; Quality- Promasidor customers demand and deserve quality products and services which must not be compromised at anytime.

Values- Promasidor drives towards the demonstration of highest standards of corporate governance and corporate social responsibility with clear obligations of respect, integrity and openness to consumers, suppliers, employees and the communities in which they operate.

Profitability – Promasidor will sell its products to areas where profits can be accrued. If circumstances within the operating environment limit the potential of generating profit, she cannot invest, grow, motivate, develop and reward its consumers and stakeholders. ⁵⁰

Promasidor is internationally registered in Switzerland with 40% in Cowbell.⁵¹ It produces its brands under license for Promasidor AG Switzerland. ⁵²

³²Promasidor Nigeria. (2016). The untold story of how Promasidor won the milk war. Retrieved April 17, 2018 from Promasidor Nigeria/ YouTube.

³³Promasidor Nigeria. (2016). The untold story of how Promasidor won the milk war. 2016...

³⁴Promasidor Nigeria. (2016). The untold story of how Promasidor won the milk war. 2016...

³⁵Promasidor Nigeria. (2016). The untold story of how Promasidor won the milk war. 2016...

³⁶ Mrs F. A top ranking Promasidor Nigeria staff member. Retrieved June23, 2018 at Promasidor Nigeria Head Office, 3A&B Cowbell Way , Isolo Industrial Estate, Isolo, Lagos.

³⁷ Mrs F. A top ranking Promasidor Nigeria staff member...

³⁸ Mrs F. A top ranking Promasidor Nigeria staff member....

³⁹Our Story. 2017...

⁴⁰ Mr A. A top ranking Promasidor Nigeria staff member ...

⁴¹ Encyclopaedia Britannica Student and Home Edition. History of Congo.

⁴² Marivoet, W. (2015). The Congo Puzzle : Evolving livelihoods and Poverty in the Democratic Republic of Congo , 1970-2010- A Summary. Bull. Seanc.Acad.R. Sci. Outre-Mer 61(4), 633.

⁴³ Marivoet, W. (2015). The Congo Puzzle : Evolving livelihoods and Poverty in the Democratic Republic of Congo...

⁴⁴ Young, C., & Turner, T. (1985). The Rise and Decline of the Zairan State. Wisconsin: The University of Wisconsin Press.

⁴⁵ Maton, J, Schoors, K., & Van Bauwel, A. (1998). Congo: 1965-1997. Ghent: University of Ghent Press.

⁴⁶ Young, C. & Turner, T. (1985). The Rise and Decline of the Zairan State. Wisconsin: The University of Wisconsin Press. 66.

⁴⁷ Marivoet, W. (2015). The Congo Puzzle : Evolving livelihoods and Poverty in the Democratic Republic of Congo...

⁴⁸ Marivoet, W. (2015). The Congo Puzzle : Evolving livelihoods and Poverty in the Democratic Republic of Congo...

⁴⁹Promasidor Nigeria. (2016). Our Vision. Retrieved December 2, 2017 from <https://www.promasidor.ng/en/about/>.

⁵⁰Promasidor Nigeria. (2016). Our Vision...

⁵¹ Mr X. A top ranking Promasidor Nigeria staff member. Retrieved June23, 2018 at Promasidor Nigeria Head Office, 3A&B Cowbell Way, Isolo Industrial Estate. Isolo, Lagos.

⁵²Cowbell Milk sachet rear.

In demonstrating the values of the company, blue, white and orange colours were used to design her logo. Blue stands for expansiveness and loyalty. Orange stands for creativity, white for purity or perfection. The origin of Promasidor Zaire forms the basis for the establishment of other branches with Nigerian outlet in 1993.



Figure 1: Promasidor Group Logo

1.2. Promasidor Nigeria: Growth and Development 1993-2017

The Profit orientation of Multinational Companies (MNCs) especially in the Third world Countries has influenced the various MNC policies and operations which have often raised concerns in host countries with the advantages derived by the host countries described as mere tokens. However, an exception to the token nature of MNCs is Promasidor Nigeria; makers of Cowbell milk (its flagship brand). Promasidor Nigeria previously known as Wonder Foods was a subsidiary of Promasidor Group established in 1979.⁵³ Wonder Foods was established in 1993⁵⁴ and remained same until February 2003 at its 10th year anniversary⁵⁵ when its name was changed to Promasidor Nigeria in appreciation of the decisive role the Nigerian market played in the operations of Wonder Foods by contributing 40% of the groups' total revenue. It is located at 3A & B, Cowbell Way, Isolo Industrial Estate, Isolo, Lagos State, Nigeria. It was formerly cited on Creek road, Apapa, Lagos but the company relocated in the year 2006 to its permanent and current site.

It was established in 1993 for various reasons which were; the need for expansion into Nigeria coupled with the fact that it was needful to salvage the situation in which milk was regarded as a food for the rich⁵⁶ (see chapter 2). 1993 was not a good year for economic investments in Nigeria because of the political and security unrest in the country which emanated from General Ibrahim Babangida annulled June 12, 1993 election which was believed to have been won by Bashorun Moshood Kasimawo Abiola. However, in spite of the security threats, the leadership of Promasidor took the bull by the horn to invest in the trying times.⁵⁷ The reasons for the choice of Isolo are: it is an industrial estate; it was where the company procured a land and the serious need to avoiding Apapa expressway gridlock which greatly cost many companies huge revenues.⁵⁸ Wonder Foods pioneer Managing Director was Jean Claude Gregoire whose pioneer duty was not limited to being the managing director but combined the duties of recruiting personnel due to the small staff base.⁵⁹ He pioneered and managed a small office with sales, human resources and production as pioneer departments.⁶⁰ The aim of putting quality and affordable milk on the table of Nigerians particularly the middle and low class birthed the innovation of pioneering the retailing of milk in single use pack also known as small sachet.⁶¹ The small sachet retailing has become a marketing strategy that has been adopted by other brands and companies in the Nigerian market such as Peak milk Wazo pack, Devon Kings oil Wazopack, Power Oil #50 pack, Regal Dry Gin 3cl sachet among others. As competition is a necessity in the business world, other competing brands also increased their dairy production varieties, aggressive awareness which involved the signing of brand ambassadors such as Kanu Nwankwo "Papilo" among other counter strategies. However, Promasidor Nigeria competed favourably on the basis of the quality of its products, affordability and aggressive advertisement which also involved product sampling.

Wonder Foods through its flagship Cowbell brand thrilled Nigerians as it was endeared to them because of its quality food products and affordability. With the opened hands it received and the encouraging patronage recorded, Wonder Foods soon expanded to acquiring more property, growing and becoming a house hold brand. In the quest to strengthen its international corporate identity, achieve uniformity and make its name synonymous with quality products and affordability, the various names under which Promasidor outlets operated were changed and unified to Promasidor companies and same was true of Wonder foods which became Promasidor Nigeria with effects from February 10, 2003.⁶²

⁵³Promasidor Nigeria. (2017).Our Story...

⁵⁴Promasidor Nigeria. (2017).Our Story...

⁵⁵Promasidor Nigeria. (2017)..Our Story...

⁵⁶ Lawal, I. Promasidor Nigeria Corporate Brands Manager. Retrieved June 25, 2018 at Promasidor Nigeria, 3A&B, Cowbell way, Isolo Industrial Estate, Lagos state.

⁵⁷ Lawal, I...

⁵⁸ Lawal, I...

⁵⁹ Lawal, I...

⁶⁰ Miss S. A top ranking Promasidor Nigeria staff member on June 25 2018 at Promasidor Nigeria Head Office, 3A&B Cowbell Way, Isolo Industrial Estate, Isolo, Lagos.

⁶¹Promasidor Nigeria. (2017).Our Story...

⁶²Mr O. A top ranking Promasidor Nigeria staff member on June23, 2018 at Promasidor Nigeria Head Office,3A&B Cowbell Way, Isolo Industrial Estate, Isolo, Lagos.

Various persons have contributed to the growth and development of Wonder Foods cum Promasidor Nigeria. Notable is Jean Claude Gregoire who was a two times Managing Director. His second tenure/ term was within the period of two years but on the concise mission of being requested by the company to come back on board to help revamp and salvage the unimpressive, not too good sales.⁶³ He set a target of two years for the achievement of this goal. He achieved this purpose and put the company back on its feet within his self-assigned time bound after which he resigned.⁶⁴ After Mr Jean, other Managing directors have also contributed their quotas to the growth and development of Promasidor Nigeria. Among whom are Chief Keith Richards, Mr Oliver Thiery, among others.

The contributions of the various Managing Directors have been worthwhile and productive with the contributions and cooperation of the staff members such as Oyetunji Dada who joined Wonder Foods on the 14th of November, 1994, Dele Salau who joined in November 1994, Udo Patrick who also joined on the 5th of December 1994 among others.⁶⁵ Recruitment from onset was however on the basis of job demands and conducted directly by the company⁶⁶ but these subsequently changed to job demands and experiences after the formative years of the company and its recruitments have been outsourced to a private recruitment agency.⁶⁷ At the close of 2017, Promasidor group had about 5000 staff members and Promasidor Nigeria its largest employee base of over 1015 staff members.⁶⁸

In promoting excellence, spirit of togetherness, hard work and service instituted various annual awards for these purposes both for its staff members and the general public such as the Quill awards for journalism, and meritorious long service and dedication to duty awards for 10, 15 and 20 years of service to the company and its prestigious Promasidor Hall of Fame to celebrate and reward outstanding successes and great contributions to company. Some of these awardees of long service of 15 years awards are Austin Iyalagha Olayinka, Joboy Christmas, Okeze Micheal, and Isiaka Lawal of 10 years.⁶⁹ Awardees that qualified for 10 years' service and still in the service of the company were also celebrated on their 15th and 20th years of service and over a thousand (1000) employees have been given these awards.

The company has a friendly self-advancement policy towards its staff members in which they are allowed to improve on themselves both academically and career wise and vacancies within the company are first made open to the employees before being advertised to the public.⁷⁰

In recognition of the impacts of Promasidor Nigeria on its host community, Lagos state and Nigeria, she has won several awards (Corporate Social Responsibility).

At the close of 2011, it operated about 240,000sq ft combined with warehousing, imported about 40 thousand tons of milk per annum which was equivalent of 1.6million 25kg bags, used about 280,000 50 kg bags of sugar per annum, its inbound approximate 220 (40 feet) containers a month, was in the top 2% clients of Maersk and MC Shipping companies, handled about 40 trucks per day inbound and outbound in its site, managed about 55 stock keeping units.⁷¹ She shipped about 1.8 million cases a month to support sales operations, not including bulk sales.⁷² Some 75% of its volumes were in single serve which translated around 4million sachets per annum not including large packs, pillows and boxes.⁷³ It distributes through about 41 distribution centres nationally and 38 of its depots are outsourced and managed by MDS Logistics.⁷⁴ However, at the close of the terminal date of this work, she operated over 300,000sq ft, increased imports of over 20% and was one of the 2017 top 50 brands in Nigeria that have weathered the storm of recession, achieved remarkable growth with better understanding of the market and have worked aggressively towards meeting the expectations of consumers while delivering on their promises with increasing their equity amidst difficult times.

Promasidor Nigeria's administrative structure was gradually improved upon on the basis of the growth and development of the company.

⁶³ Lawal, I...

⁶⁴ Lawal, I...

⁶⁵ Milestones :15 Years Long Service Awards Ceremony. (2010, August 2010). Promasidor Link Newsletter. Special Worldcup Edition. August 2010. 14.

⁶⁶ Lawal, I...

⁶⁷ Mr P. A top ranking Promasidor Nigeria staff member on June 23, 2018 at Promasidor Nigeria Head Office, 3A&B Cowbell Way, Isolo Industrial Estate, Isolo, Lagos.

⁶⁸ Our Story...

⁶⁹ Promasidor Nigeria Rewards Over 400 Employees for Long Service. 2003. Retrieved 23rd June, 2018 from <https://www.promasidor.com/en/news/articles/Promasidor-nigeria-rewards-over-400-employees-for-long-service/>.

⁷⁰ Mr P...

⁷¹ Promasidor Nigeria Confidential CSL Conference Report. September 2011. 3-45.

⁷² Promasidor Nigeria Confidential CSL Conference Report...

⁷³ Promasidor Nigeria Confidential CSL Conference Report...

⁷⁴ Lawal, I...

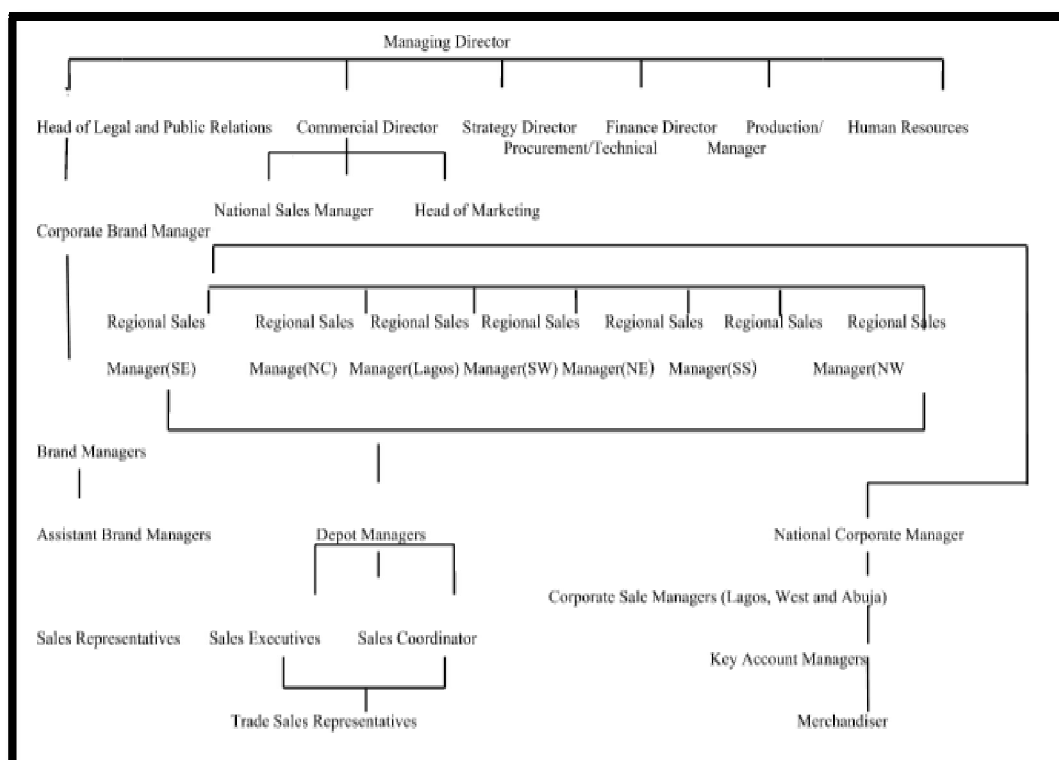


Figure 2

Note – SW= South West, NC= North Central, SE= South East,
NW= North East, SS= South South, NW= North West⁷⁵

However, the researcher could not obtain information on the concise year new administrative structures were put in place apart from the pioneer Production, Human Resources and Sales departments. Other administrative structure was introduced to facilitate its optimal operations in the Nigerian market such as the engagement of contract staff members and sales representatives through its outsourcing agency and has assigned them to selected supermarkets nationwide⁷⁶ for the purposes of creating awareness, persuading customers to patronise its products, and the promotion of sales. The administrative structure is at the discretion and discernment of Promasidor Nigeria's leadership as it enjoys autonomy and right of decisions.⁷⁷

In capturing a fair share of the Nigerian dairy market, its 1st product available was Cowbell Milk and its other dairy brands were introduced subsequently.



Figure 3: Cowbell Milk Image

Its flagship brand; cowbell milk was welcomed with opened hands by Nigerians as its slogan was "Our Milk" for putting quality milk products on the tables of the Nigerian masses for the first time in convenient small sachet / single use sachet; an innovation that endeared the milk to Nigerian but in powdered form. However, cowbell competed favourably because of its quality and affordability as it sold for about #2.50k for a start⁷⁸. With the increasing production price, introduction of new currencies, Cowbell was sold in different sizes however its prices were adjusted a bit higher but still within affordable price ranges. 5g sachet price was increased to about #5 and the gram was changed to 14g sachet at the price of #10. The price was gradually increased to been sold for #30 in 2017. However, the exact dates for these price progressions were not available to the researcher. Cowbell launch and its aggressive market penetration strategies

⁷⁵Mrs B. A junior ranking Promasidor Nigeria staff member . Retrieved June23, 2018 at Promasidor Nigeria Head Office, 3A&B Cowbell Way, Isolo Industrial Estate, Isolo, Lagos.

⁷⁶ Miss M. A Promasidor Sales Representative in one of the major supermarkets in Ibadan. Retrieved May 5, 2018 at No 1, Aare Avenue, Bodija, Ibadan, Oyo State.

⁷⁷ Lawal, I..

⁷⁸ Oladipo, B. Provision Trader. Retrieved May 5, 2018 at Ola Provision Store, Bodija Market, Ibadan, Oyo State.

completely revolutionized the market landscape in Nigeria. Cowbell is a fat filled milk which contains 28 VitaRich , Vitamins A, B, C, D and K. Cowbell sweet milk another variety of Cowbell plain milk was launched into the Nigerian market in November 2003.⁷⁹ It is a 2-in-1 milk powder (milk+sugar) to reduce the cost of buying sugar and milk separately. However, the production of the product has been discontinued by the company.⁸⁰

In the Company's continued quest for staying relevant, competing favourably, crushing competition, care for the wellbeing of Nigerians, and a good response to market feedbacks, Cowbell plain milk was re-invented. In August 1998, Cowbell Cocoa based beverage called Cowbell Choco was introduced into the Nigerian market.⁸¹ Prior to the Choco launch, the market was dominated by Milo from Nestle, Horlicks from James & William Horlicks, Bournvita from Cadbury, Vitalo milk from Vitalo, and Ovaltine from Associated British Foods. Promasidor Nigeria pioneered the 3 in 1 segment {Cocoa+ Sugar+ Milk} of the category.⁸² In 2011, the revenue from this category was \$80million.⁸³ Cowbell Coffee milk drink was also introduced in the year 2000.⁸⁴ Promasidor Nigeria has employed various strategies in promoting and ensuring the survival of Cowbell in the market place in spite and in the face of competition and with the aim of increasing its share in the market place, promoting and creating awareness. Cowbell marketing strategies have been innovative and aimed at reaching its targeted audience.



Figure 4: Cowbell Chocolate Image

In 2012, Cowbell was named the official drink of the Nigerian Olympic Team to London.⁸⁵ Cowbell images have been drawn and painted on strategic building walls, shopping plazas, car branding, catchy bill board adverts, television and radio adverts, sponsoring of sports radio programmes among other strategies. In 2015, series of Cowbell advertisement hit the air such as Cowbell Chocolate Advert where children were informed that the Cowbell Choco formula had been stolen and they were to get it back at all cost. What followed was an adventure into an animated world where the children helped the Cowbell family retrieve the formula back, Cowbell milk animated Ice-skating competition advert in which Cowbell milk representative won the competition with the help of VitaRich A, B, C, D and K and minerals embedded in the milk. In 2016, Cowbell milk was re-branded because of the market feedbacks because its consumers were complaining over its sugary taste and its uneasy dissolution in water to being easily dissoluble in hot or cold water and reduced sugar content.⁸⁶ The business plan and need of providing varieties for Nigerians to choose from, health needs, market relevance and exploration of new business/ market opportunities were factors responsible for the introduction of other Promasidor Nigeria dairy products.

In 1999, Miksi Filled Milk Powder was introduced.⁸⁷ In 2010, the Miksi Choco variant 3 in 1 (Cocoa+ Milk+ Sugar) Instant Flavoured Milk was introduced.⁸⁸



Figure 5: Miksi Image

⁷⁹2014 A3 Brand Presenter : Cowbell Fact Sheets. 4.

⁸¹Promasidor Nigeria Confidential CSL Conference Report... p 24.

⁸²Promasidor Nigeria Confidential CSL Conference Report... p 30.

⁸³Promasidor Nigeria Confidential CSL Conference Report... p 30.

⁸⁴Promasidor Nigeria Confidential CSL Conference Report. September 2011, p 30.

⁸⁵Cowbell Named as the Official Milk of the Nigerian Olympic Team. (2002, March). Retrieved June 25, 2018 from <http://www.cowbell.ng/en/news/articles/cowbell-named-as-the-official-milk-of-the-nigerian-olympic-team/>.

⁸⁶Miss M, a Promasidor Sales Representative in one of the major supermarkets in Ibadan...

⁸⁷Promasidor Nigeria Confidential CSL Conference Report...30.

⁸⁸Miksi. 2015. Retrieved June 28, 2018 from www.promasidor.com-miksi-factsheets. 1.

Loya Premium Full Cream Powdered Milk was launched into the Nigerian market in May 2004.⁸⁹ For the optimum competition of Loya in the market place, in 2010, it was repositioned , repackaged and reformulated with 50% more Calcium – HiCal.⁹⁰ Loya milk from research has been termed the best dairy product from the stables of Promasidor Nigeria for its creamy and rich taste that in spite of its higher price of #1000 in comparison to Cowbell and Milksi which sells for #780. Loya receives a higher level of patronage.⁹¹ In December 2012, in promoting public awareness, reaching its targeted audience, good health and good sales, Michael Collins Ajereh better known as Don Jazzy ; a popular Nigerian record producer, singer , song writer and Chief Executive Officer of Mo'Hits now Mavin Records was unveiled as its new brand ambassador to project the brand's "class and taste". Loya has also been sustained on the strength of its radio and television adverts. Promasidor Nigeria's dairy brands competitors are Peak milk from Friesland Campina stables, Dano milk from Arla, Olympic from PZ Cussons, Hollandia from Chi among other brands.



Figure 7: Loya Milk Image

In Promasidor Nigeria tea category is its sole Top Tea brand. It was introduced into the Nigerian market in April 1998 as Nigeria's first tea in round bags in four (4) pack sizes of different capacities of 26 bags, 100 bags and 500bags respectively.⁹² In March 2004, its packs were consolidated and there was the introduction of sachet tea.⁹³ In November 2009, Top Tea package was changed and a new communication director was hired to help promote Top Tea in the market place.⁹⁴ Its market target was men and women within the age range of 30-45 years, professionals and contemporaries.⁹⁵ Its key competitors were Lipton, Prime Tea, Highland Tea and City tea. In renovating and repositioning Top Tea for favourable competition and provision of varieties, various varieties have been introduced such as black, ginger lemon flavour and lemon and lime flavours. Available in tagged, untagged round and envelope bags. In spite of the huge competition it faces from Lipton tea from the stables of Unilever, it has had a fair share of the market through its renovation of introducing tea of various shapes such as round and envelop, tagged and untagged, promo packs, souvenirs, television and radio adverts among other channels and its price that has been consistently low A sachet of 2 bags is at the rate of #20.



Figure 8: Top Tea Image

In Promasidor Nigeria Culinary brand is Onga seasoning: powder and cube with slogan of "mama's helping hand". Onga powdery seasoning was the first powder seasoning in Nigeria⁹⁶ making it easy for families to enjoy delicious dishes without the need to crumble, an attestation to the company's innovative creativity. It was launched in July 2004 with four (4) recipes of Stew, Chicken, Classic and Crayfish with three (3) stock keeping units of 6g, 1kg and 3kg.⁹⁷ In the forth (4th) quarter of 2010, Onga introduced a really exciting variety of Onga Soup in 6g and 3kg in addition to Onga varieties.⁹⁸ In line with the company's goal of profitability and favourable competition, the first quarter of 2011 witnessed the launching of Nigeria's first Shaker packs.⁹⁹

⁸⁹Promasidor Nigeria Confidential CSL Conference Report... 24.

⁹⁰Promasidor Nigeria Confidential CSL Conference Report... 24.

⁹¹ Adeosun, G . A Cash Attendant at Shoprite,Dugbe. Retrieved May 5, 2018 at Cocoa Mall, Heritage House, Dugbe, Ibadan.

⁹²Promasidor Nigeria Confidential CSL Conference Report... 38.

⁹³Promasidor Nigeria Confidential CSL Conference Report... 38.

⁹⁴Promasidor Nigeria Confidential CSL Conference Report...38.

⁹⁵. Promasidor Nigeria Confidential CSL Conference Report...38

⁹⁶Promasidor Nigeria Confidential CSL Conference Report... 35.

⁹⁷Promasidor Nigeria Confidential CSL Conference Report... 35.

⁹⁸Promasidor Nigeria Confidential CSL Conference Report... 35

⁹⁹Promasidor Nigeria Confidential CSL Conference Report... 35.



Figure 9: Onga Stew Sachet

Its target was females within the age ranges of 18-35 years who were just starting to cook or who were not yet set or hooked on cubes.¹⁰⁰ Its competitors are Maggi from the stables of Nestle, Gino cubes from the stables of Africa GB Foods Manufacturing Nigeria Limited, MaDish seasoning, SpiCity seasoning among other brands. However in ensuring Onga's competitive strength in the market place, Onga 3 in 1 seasoning (Ginger, Onion and Garlic) flavour in 5g, and 50g Stock Keeping Units (SKUs) was introduced into the Nigerian market in 2017.¹⁰¹

In providing varieties, increasing its seasoning base, staying relevant in the market, Onga cube seasoning was introduced in 2014 in 3 spices of Onga Beef and Onga Chicken.¹⁰²



Figure 10: Onga Cubes, Chicken and Beef

Onga has made an aggressive awareness and advertisement. In promoting and projecting the brand to its targeted audience, the personality and successes of Kate Henshaw Nuttal; award winning actor was keyed into by unveiling her as Onga Seasoning Brand Ambassador in 2008 for a period of two (2) years. She was appointed the brand ambassador to project the image, vibrancy, and the growth of the brand through employing her personality and status as a marketing strategy to reaching the targeted audience and promoting market awareness. With the positive market responses Onga recorded, Onga's contract with Kate Henshaw Nuttal was renewed in 2010 for another two (2) and later new four (4) years for Kate being a "real woman and a real star" for the Onga brand.

In 2014, Onga introduced a new exciting dimension to advertisement in wooing new customers particularly males by signing Nigeria's Highlife crooner Flavour Nabana better known as Flavour as its latest addition to its ambassador Kate Henshaw Nuttal. Flavour Nabana was appointed to promote the brand to his male fans as well as men generally through a television advert which had Kate Henshaw Nuttal feeding him, sending the strong market message that "men love Onga based food". Flavour Nabana also recorded a 2mins 40seconds theme song for Onga titled "Sweetie".

As most companies are particularly concerned about its or their ambassadors popularity, personality, social status and wellbeing, Promasidor Nigeria took a radical marketing strategy in 2016 by dropping both brand ambassadors at the expiration of their contracts as both had private issues to deal with that could have negative effects on the Onga brand if maintained as brand ambassadors.¹⁰³

In the Food supplement category are Cowbell Tina 1 and 2. They are the newly introduced Promasidor Nigeria infant milk formulas. They were launched and unveiled January, 2016. Cowbell Tina stage 1 is for infants between 0-6 months and Cowbell Tina stage 2 is for infants between the ages of 6-12 months. Both available in 400g tin. Its target market is nursing mothers who for various circumstances cannot breastfeed their children, a necessity for rapid growth and development in infants. Its competitors are Nido and NAN of various formulas from the stables of Nestle, Frisco from Friesland among other brands who have long been in the Nigerian market. In the various interviews conducted on some sales persons in selected supermarkets in Ibadan, they were of the opinion that Tina 1 and 2 were not greatly patronised like other brands as it is not well known and baby formula purchase is on the basis of Doctors prescription.

At the terminal date of this work, products available in the Nigerian from the stables of the company are a) Dairy brands: Cowbell Plain Milk is available in 14g and 400g sachets, 400g and 500g tin Cowbell Chocolate is available in 14g sachet and 550g (formerly 500g) sachet and 550g tin.¹⁰⁴ Cowbell Coffee is only available in 14g sachet.¹⁰⁵ Loya Premium Milk is

¹⁰⁰Promasidor Nigeria Confidential CSL Conference Report... 35

¹⁰¹Promasidor Nigeria. (2017, October 25). Introducing Onga Ginger-Onion-Garlic Variant #ONGAGOG.. Retrieved July 27, 2018 from <http://www.onga.ng/en/news/articles/introducing-onga-ginger-onion-garlic-variant-ongagog/>.

¹⁰²Promasidor Nigeria Confidential CSL Conference Report... 35.

¹⁰³ Mr S. A top staff of Promasidor Nigeria. Retrieved June 23, 2018 at 3A&B, Cowbell Way, Isolo Industrial Estate, Isolo, Lagos.

¹⁰⁴Promasidor. Cowbell Chocolate Factsheets. Retrieved March 15, 2018.

available in 20g, 400g and 900g sachets, 400g and 900g tin.¹⁰⁶ Miksi Milk is available in 14g and 400g sachets, and 2kg bag.¹⁰⁷ B) Tea brands: Top tea is available in black, ginger lemon, lemon and lime flavours: round and envelop bags in both tagged and untagged forms.¹⁰⁸ Culinary brands: Onga seasoning is available in powdery and cube. Powdery; 5g, 6g, 50gsachets, of stew, classic, and 3 in one onion garlic and ginger.¹⁰⁹ Cube; 4g beef and chicken flavours. D) Food Supplement: 400g Cowbell Tina 1 and 2.¹¹⁰

In spite of its profit orientation strategies, it has made efforts at giving back to its host country through embarking on corporate social responsibilities, though not upsetting the dependency nature of the Nigerian economy, but have impacted the Nigerian structures through various means.

Various scholarly perspectives such as Isa¹¹¹, Jamali¹¹², Montiel¹¹³ among others have been tendered as explanations to the various corporate social responsibilities or initiatives of companies. However, Promasidor Nigeria is one of the companies in Nigeria that is fairly socially responsible with series of corporate social responsibility initiatives aimed at giving back to the society and also reaching to its market. Its CSRs are driven by a vision to always be responsible and responsive to its various stakeholders with focus on four (4) priority areas which are;

- Education
- Sports
- Empowerment and Mentorship
- Health care and Nutrition.¹¹⁴

Promasidor Nigeria's first CSR was the sponsorship of schools inter house sports competition, initiated in 1994.¹¹⁵ To qualify for the sponsorship, schools were to write to Promasidor Nigeria for sponsorship of their inter house sports competitions and it picked the first 50 schools that applied.¹¹⁶ On approval, the company branded the schools competition field and provided them with Cowbell branded gift items.¹¹⁷ It complimented the inter house sports sponsorship with Brilla Radio sports programme sponsorship, anchored by Larry Izamuje.¹¹⁸

The company's contributions in the promotion and development of sports in Nigeria through its sports CSR have been fairly well thought, impactful, explorative, deemphasising social status and most importantly children and youth oriented because they "tomorrow's future". The company in the first quarter of 2015 donated 1000 hockey sticks to Lagos State Hockey Association and 24 secondary schools benefited from the donation.¹¹⁹ The donation was done in association with BME Concern and Ripples¹²⁰ and directed towards two principal platforms of "supporting children who have an interest in the game but could not afford the sticks and also keeping them off the street by engaging them in a meaningful sporting activity with potentials to develop their character".¹²¹ Promasidor Nigeria replicated this gesture in six (6) other geopolitical zones in Nigeria.¹²² The company's donation has been the biggest support that the game of hockey had received from any corporate body in the last 25 years.¹²³

¹⁰⁵ Oladele, J. Provision Trader. Retrieved May 5, 2018 at Mummy Gold Provision Store, Agbeni Market, Ibadan, Oyo state.

¹⁰⁶ Promasidor. Loya Factsheets. Retrieved March 15, 2018.

¹⁰⁷ Promasidor. Miksi Factsheets. Retrieved March 15, 2018.

¹⁰⁸ Promasidor. Top Tea Factsheets. Retrieved March 15, 2018.

¹⁰⁹ Promasidor Nigeria. (2017, October 25). Introducing Onga Ginger-Onion-Garlic Variant #ONGAGOG...

¹¹⁰ Adedeji, B. FoodCo Supermarket Bodija Sales Person. Retrieved May 5, 2018 at FoodCo Supermarket, Bodija, Ibadan, Oyo state.

¹¹¹ Isa, S. (2012). Corporate Social Responsibility : what can we learn from the stakeholders. Proceedings of the International Congress on Interdisciplinary Business and Social Science (ICIBSOS), pp 327-337.

¹¹² Jamali, D. (2008). A Stakeholder Approach to Corporate Social Responsibility: A Fresh Perspective into Theory and Practice. Journal of Business Ethics 82(1), pp 213-231.

¹¹³ Montiel, I. (2008). Corporate Social Responsibility and Corporate Sustainability: Separate Pasts, Common Futures. Journal of Organization and Environment 21.3: 245-269.

¹¹⁴ Lawal, I...

¹¹⁵ Mrs S. A top ranking Promasidor Nigeria staff member. Retrieved June 23, 2018 at Promasidor Nigeria Head Office, 3A&B Cowbell Way, Isolo Industrial Estate, Isolo, Lagos.

¹¹⁶ Mrs S...

¹¹⁷ Mrs S...

¹¹⁸ Mrs S...

¹¹⁹ Promasidor. (2015, March 19). Promasidor Nigeria Donates 1000 Hockey Sticks to Secondary Schools in Lagos State. Retrieved June 23, 2018 from <http://www.Promasidor.com/en/news/articles/promasidor-nigeria-donates-1000hockey-sticks-to-24-secondary-schools-lagos-state/>.

¹²⁰ Promasidor. (2015, March 19). Promasidor Nigeria Donates 1000 Hockey Sticks to Secondary Schools in Lagos State...

¹²¹ Promasidor. (2015, March 19). Promasidor Nigeria Donates 1000 Hockey Sticks to 24 Secondary Schools in Lagos state...

¹²² Promasidor. (2015, March 19). Promasidor Nigeria Donates 1000 Hockey Sticks to Secondary Schools in Lagos State...

¹²³ Promasidor Donates 1000 Hockey Sticks to LSHA. (2015, February 3). Guardian Sports. Retrieved June 23rd, 2018 from <https://it.guardian.ng/sport/football/promasidor-donates-1-000-hockey-sticks-to-isha/>.



Figure 11: Head, Legal and PR, Promasidor Nigeria (Middle) Flanked by Some of the Beneficiaries of the Hockey Sticks Donated by Promasidor in Association with BME Concern and Ripples

With the goal of building and developing the nation through sports and committed to preparing young footballers to shine as stars in the future, the company founded Cowbell Football Academy in 2012.¹²⁴ The academy is an annual three (3) weeks summer camp particularly for pupils and students on long vacation (operation catch them young) between the ages of four (4) and seventeen (17)¹²⁵, directed towards the total development of the Nigerian child through sports and extracurricular activities¹²⁶, with a view to not only making profit but keen on creating activities and platforms that would provide a 360 degree development opportunity for Nigerian children in both academics and extracurricular activities.¹²⁷ The academy runs three (3) centres nationwide in Ikorodu,, Surulere and Benin.¹²⁸

In promoting team work and healthy competition in volley ball, the company in 2012 began the National Youth Service Corps Cowbell inter platoon volley ball contest.¹²⁹ It is a competition that has been consistently sponsored by Cowbell chocolate for female Youth Corps members.¹³⁰ The competition is only held in Lagos during the National Youth Service Corp compulsory orientation camp training.¹³¹ The aim of the initiative is to ignite the sporting skills of the deployed Corp members as well as fishing quality talents that can represent Lagos state and the nation at international events¹³², rewards the winners with #30,000, #20000, and #10000 for the 1st, 2nd and 3rd positions respectively amidst other consolation prizes resulting from raffle draws.¹³³ The company also provided facilities for the same course with the donation of a volley ball court to the Lagos National Youth Service Corp orientation camp in the self-same 2012.¹³⁴

In promoting the popularity of Rugby and turning it into a national sport, Promasidor Nigeria sponsored Rugby for Schools initiative in 2010 through the donation of a sum of fourteen (14) million naira to the Nigerian Rugby Football Federation for the introduction of Rugby to school pupils between the ages of seven (7) and eight (8).¹³⁵ The initiative which was aimed at introducing the game to the kids so they could imbibe its tenets and rudiments before adult age kicked off in September 2010 with ten schools.¹³⁶ In staying true to the above courses and to ensure Nigeria was represented and stood a chance of winning, Promasidor in 2012 sponsored the Lagos iTRY Rugby Coaching Scheme for secondary school students in Lagos state because of the International Olympic planned to include 7s Rugby as a new team sport in the 2016 Olympics, sponsoring 30 public schools and 5 private schools.¹³⁷ Also in 2012 launched the Cowbell Rugby Competitions for secondary schools in Lagos state.¹³⁸ For a wider outlook, the competition was extended to Kano state with 8 schools participating in Kano and 24 schools participated in Lagos.¹³⁹ The games were directed towards "going into something new so as to develop the much potential that abound therein though it is a relatively new sport in Nigeria through Promasidor products".¹⁴⁰

¹²⁴Promasidor.(2012,May 21).Promasidor Nigeria Launches The Cowbell Football Academy. Retrieved June 25, 2018 from <http://www.cowbell.ng/en/news/articles/promasidor-nigeria-launches-the-cowbell-football-academy/>.

¹²⁵Promasidor.(2012,May 21).Promasidor Nigeria Launches The Cowbell Football Academy...

¹²⁶ Cowbell Football Academy: Hope Rises for Nigerian Football. (2013, August). Eagle Online. Retrieved June 25, 2018 from <https://theeagleonline.com.ng/cowbell-football-academy-hope-rises-for-nigerian-football/>.

¹²⁷ Cowbell Football Academy: Hope Rises for Nigerian Football. (2013, August). The Eagle Online...

¹²⁸ Cowbell Football Academy: Hope Rises for Nigerian Football. (2013, August). The Eagle Online...

¹²⁹ Promasidor. (2016, March-June). Promasidor Commended for Sustaining NYSC Cowbell Volleyball Contest. Promasidor News, p15.

¹³⁰ Promasidor. (2016, March-June). Promasidor Commended for Sustaining NYSC Cowbell Volleyball Contest... 15

¹³¹ Promasidor. (2016, March-June). Promasidor Commended for Sustaining NYSC Cowbell Volleyball Contest... 15.

¹³²Platoon 6 Wins Cowbell NYSC Female Volleyball Competition. (2015,June 20). The Nation Online.. Retrieved June 27, 2018 from <http://thenationonlineng.net/platoon-6-wins-cowbell-nysc-female-volleyball-competition/>.

¹³³Promasidor Sponsors Lagos-NYSC Volley Ball Competition. (2012,July). Lagos Post.. Retrieved June 25 , 2018 from <https://lagosposting.com/promasidor-sponsors-lagos-nysc-volleyball-competition>.

¹³⁴.Promasidor Sponsors Lagos-NYSC Volley Ball Competition. (2012,July) Lagos Post. Retrieved June 25 , 2018 from <https://lagosposting.com/promasidor-sponsors-lagos-nysc-volleyball-competition>.

¹³⁵Promasidor Splashes #14 million on Schools Rugby. (2012, August) Vanguard Online..Retrieved June 26, 2018 from <https://www.vanguardngr.com/2010/08/promasidor-splashes-n14m-on-schools>.

¹³⁶Promasidor Splashes #14 million on Schools Rugby...

¹³⁷ Promasidor Sponsors Lagos Rugby7s. (2012,November). Nigeria Voice Online Sports News. Retrieved June 25, 2018 from <https://www.thenigerianvoice.com/news/101434/promasidor-sponsors-lagos-rugby7s.html/>.

¹³⁸ Promasidor Sponsors Lagos Rugby7s. (2012, November). Nigeria Voice Online Sports News...

¹³⁹Promasidor Sponsors Lagos Rugby7s. (2012, November). Nigeria Voice Online Sports News...

¹⁴⁰Proceedings of 2014 ITRY Media Briefing Edition in Lagos.

Promasidor Nigeria has also concerned itself with the wellbeing of the physically challenged persons with the aims of increasing the societal and social acceptance of the physically challenged, giving them a sense of belonging, hope and above all making them understand their extraordinary abilities in spite of their physical challenges. On the 2nd of April 2010, in partnership with the Lagos State Paralympics Association launched the Promasidor Para Soccer Tournament which has helped to create employment and entertainment for participants and given hope to the physically challenged in the broader society.¹⁴¹

In spite of Promasidor Nigeria's profit orientation, the company has not compromised its standard in ensuring that their products are safe and healthy for consumption and engaging in health and nutrition related CSR. In efforts at promoting healthy living among infants but with economic undertone, Promasidor Nigeria Medical Information Team in 2016 organised a workshop titled "Ensuring Optimal and Affordable Nutrition in the First Year of Life" which was held at the NECA Building, Alausa, Ikeja, Lagos.¹⁴² The workshop equipped health care professionals with relevant information and skills to improve their knowledge on appropriate feeding practices (breast feeding) in the 1st year of life but with the marketing strategy of showcasing the scientific and factual information on the quality and affordability of Promasidor range of infant formula as a supplement particularly when are challenges during breast feeding¹⁴³The key note address titled "Feeding Babies in the First Six Months" was delivered by Dr (Mrs) Mazeedat Erinoshio.¹⁴⁴ In continuation of the above workshop and to increase the popularity of its infant formulas, the company also held a conference / presentations on nutrition for health care professionals in Enugu tagged "Promasidor Nutrition" with the theme "The Nutrition Wisdom of Infant Feeding Choices", formally introducing its infant formulas Cowbell Tina 1 and 2.¹⁴⁵In spite of the marketing undertone of the conference, Promasidor commendably used the platform to advocate for the exclusive breastfeeding of babies which appeared to be in contrast with sales aims of the formulas.

The company has also made empowerment and mentorship a core priority in its CSR. In 2013, Promasidor Nigeria empowered the Orile Iganmu Progressive Association (OIPA) by donating a Hilux van and computer equipment to the association at the 10th year convocation of Orile Iganmu's Free Computer Training Institute and marking 5 years of consistent human capacity development in Information and Communication Technology in the Iganmu community.¹⁴⁶ The presentations were made by Promasidor Nigeria's then Managing Director Chief Keith Richards. The Association was empowered because the goals of the Association were the improvement of human existence within the Orile community through education, empowerment, enlightenment and creating the right atmosphere for resources to be generated and redistributed among people who lived in abject poverty within the community¹⁴⁷which are in line with the aim of Promasidor's CSR of giving back to the community.

Promasidor Nigeria has also empowered Nigerian Journalists through the Quill Awards, founded in 2012 for Nigerian journalists in celebrating excellence especially in investigative journalism and most impactful stories.¹⁴⁸ In 2016, the award was slightly adjusted to accommodate new categories such as Best Online Reporter of the Year, Best Report on Nutrition and Children. The prior existing awards were in seven (7) categories and they include Best Education Reporter of the Year, Best CSR and Industry Report of the Year, Best Photo Story of the Year, Brand Advocate of the Year, Best Report on Children, and Best Report on Nutrition.¹⁴⁹

The company has engraved its name and made an indelible mark in the sand of time through its CSR in Education. In the latter part of 2017, Promasidor Nigeria launched its maiden edition of "Harness Your Dream" Initiative.¹⁵⁰ The Initiative was opened to secondary school students particularly in public schools to help them make informed and right future careers with Promasidor Nigeria staff members as facilitators.¹⁵¹ The initiative availed the students the privilege of approaching any of the Promasidor facilitating staff members for guidance, counselling, and mentorship among other career benefits which made them more knowledgeable, informed and reformed and future conscious. However, its most outstanding contribution to education in Nigeria is the Cowbell National Secondary School Mathematics Competition (NASSMAC) now Cowbellpedia. The Cowbell Mathematics Initiative began in 1997 as a free competition in collaboration with the National Mathematics Centre, open to both private and public secondary schools.¹⁵² It was an idea of the then Cowbell Brand Manager Benson Oweka.¹⁵³ Promasidor Nigeria in partnership with the above organization launched Cowbell Secondary School Mathematics Competition.¹⁵⁴Prior to this competition was a similar International Olympiad

¹⁴¹ Promasidor. (2010, August)Promasidor Nigeria extends a helping hand to the physically challenged through the Para Soccer Tournament. Promasidor Link. Special World Cup Edition, p2.

¹⁴² Promasidor. (2006, March-June). Promasidor Organizes Workshop for Health Care Professionals. Promasidor New, p 05.

¹⁴³ Promasidor. (2006, March-June). Promasidor Organizes Workshop for Health Care Professionals...05

¹⁴⁴ Promasidor. (2006, March-June)... Promasidor Organizes Workshop for Health Care Professionals... 05.

¹⁴⁵ Promasidor. (2006, March-June). Promasidor Organizes Workshop for Health Care Professional...

¹⁴⁶Promasidor. (2013). Promasidor Nigeria Donates Hilux Van , Computer Equipment to OIPA. Retrieved June 24, 2018 from <http://www.promasidor.com/en/news/articles/promasidor-nigeria-donates-hilux-van-computer-equipment-to-oipa/>.

¹⁴⁷Promasidor. (2013). Promasidor Nigeria Donates Hilux Van , Computer Equipment to OIPA...

¹⁴⁸Promasidor. (2016). Promasidor Nigeria Launches the 2016 Quill Awards. Retrieved June 25, 2018 from <http://www.promasidor.ng/en/news/articles/promasidor-nigeria-launches-the-2016-quill-awards/>.

¹⁴⁹ Promasidor. (2016). Promasidor Nigeria Launches the 2016 Quill Awards...

¹⁵⁰Lawal, I...

¹⁵¹ Lawal, I...

¹⁵² Mrs O. A top ranking Promasidor Nigeria staff member . Retrieved June 25, 2018 at Promasidor Nigeria Head Office, 3A and B Cowbell way, Isolo Industrial Estate. Isolo, Lagos.

¹⁵³ Mrs O. A top ranking Promasidor Nigeria staff member...

¹⁵⁴ Mrs O. A top ranking Promasidor Nigeria staff member...

Maths Competition which had a West African sub-regional outlook. Maths was the focus the competitions for various reasons; (a) Everyone needs the basic knowledge of mathematics in every form of life (b) To redress the myth that mathematics is a very difficult subject to pass because students find it as a challenging course, likewise teachers finding it hard transferring the knowledge to the students. (c) Cowbell milk is a strategic brand that helps nourish children for cognitive exercises/tasks. (d) Mathematics is a key subject in the Science, Technology, Engineering and Mathematics (STEM) education.e) To stem the poor performances of students hitherto noticed in mathematics exam in the country.¹⁵⁵The primary objectives of this CSR in education is to arouse and reawaken the interest in mathematics among secondary school students as a roadmap to nation building, improve the performances in mathematics in Nigeria, create a credible platform for identifying outstanding student and encourage the recognition of exceptional abilities.¹⁵⁶ The competition was first conducted in Lagos in 1998 with little responses from schools because of its newness and had not created awareness.¹⁵⁷ The process of selection/ criteria was determined by the Promasidor Nigeria in conjunction with Nigerian Mathematical Centre but schools voluntarily sent representatives and the questions were prepared by the Centre.¹⁵⁸ The competition forms were collected from Promasidor Nigeria Head office, opened to junior secondary class 3 and senior secondary 3 in a one round competition with the highest scorers both in the junior class category and senior category rewarded with cash prizes and Cowbell branded gift items and products.¹⁵⁹ However the in-depth detail of the maiden edition was not made available to the researcher owing to absence of information. Over the years, Promasidor Nigeria has not relented in the demystification of mathematics particularly through the modification of the competition strategies and importantly the upward review of cash prizes which is millions of naira. In the words of Mr Anders Einarson, Promasidor Nigeria's Managing director, "this programme has absolutely met its objectives".¹⁶⁰

As industrial actions are necessary in the business world particularly in the promotion of workers welfare and working conditions, Promasidor Nigeria on the 4th of June 2012 survived an industrial action which had workers locked out of the premises for three weeks by the management as a pre-emptive measure following the resentment and threat by its workers to begin strike over the sack of about 800 workers of "Sustainabiliti" its outsourcing company, accusing the management of acting without recourse to procedural agreements.¹⁶¹ In checkmating improper conducts, flouting of company procedures and ensuring compliance with the company codes of operation, the company has put in place various disciplinary actions such as suspension of erring staff members as in the case of its former staff, Mr Emmanuel Akpan, who was employed in 1993 of the Logistics and Production department who was sent home in 1997 on a 2 weeks suspension without pay¹⁶², disengagement from service for grievous offences among others.

Promasidor Nigeria is not the only company that engages in CSR in Nigeria. Other organisations dedicated to the same course include Dangote Group which constantly donates relief items to Northern Nigeria IDPC among others, MTN Telecommunications awarding scholarship to University students, discovery of music new talents through its Project Fame, donation of vans to the Nigerian Police Force through its Foundation, provision of social amenities such as transformers to communities such as Eta Agbo community in Calabar, Cross River state, Globacom Telecommunications sponsors the Nigerian local league matches and the Nigeria Football Federation(NFF) , Nestle sponsors Nestle Basketball competition among other initiatives and companies.

An up-close look at the various CSR trends of organizations and companies, it is safe to propose that CSR initiatives of companies are not only aimed at giving back to the community but they also have economic undertones of using the various CSRs to promote the company's awareness and sales

In the recognition of the various CSR initiatives of Promasidor Nigeria, Promasidor Nigeria in January 2013 won the Lagos State Government Corporate Organisation Tax Compliance Award in recognition of its compliance with the states' tax laws.¹⁶³ The presentation was done at the 6th Lagos state Taxation Stakeholders Conference held in Lagos.¹⁶⁴ The company was praised for its dutiful tax payment without being coerced.¹⁶⁵In 2014, the company won the Osolo of Isolo Kingdom Award for the Best Corporate Social Responsibility Performing Company of the year 2014 in recognition of its enormous contributions of the Isolo community.¹⁶⁶Its contributions to the community include the tarring of the Cowbell Way; the site of the company, donation of a borehole and water treatment plant to Isolo community, solar powered streetlights and security, donation of health care and hospital equipment to the General Hospital Isolo, construction of bus stop at Cowbell way, offering of annual scholarships to bright students from the community among other contributions.¹⁶⁷

¹⁵⁵ Mrs O. A top ranking Promasidor Nigeria staff member...

¹⁵⁶ Mrs O. A top ranking Promasidor Nigeria staff member...

¹⁵⁷ Mrs O. A top ranking Promasidor Nigeria staff member...

¹⁵⁸ Mrs O. A top ranking Promasidor Nigeria staff member ...

¹⁵⁹ Mrs O, a top ranking Promasidor Nigeria staff member ...

¹⁶⁰ Ernest Eze Emerges winner of the 2017 Cowbellpedia. (2017). Promasidor News. October - February, p 5

¹⁶¹Fresh Industrial Unrest Looms at Promasidor over Pay, Others. (2012, June 12) Vanguard Online.. Retrieved June 25, 2018 from <https://www.vanguardngr.com/2012/06/fresh-industrial-unrest-looms-at-promasidor-over-pay-others/>.

¹⁶² Promasidor. (2016, March-June). Ping Interview with Emmanuel Akpan. Promasidor News, p 09.

¹⁶³Promasidor. (2013, January). Promasidor gets Lagos Tax Compliance Award. . The Nation Online. Retrieved June 25, 2018 from [http://the](http://thenationlineng.net/promasidor-gets-lagos-tax-compliance-award)

¹⁶⁴ Promasidor. (2013, January). Promasidor gets Lagos Tax Compliance Award...

¹⁶⁵Promasidor. (2013, January). Promasidor gets Lagos Tax Compliance Award...

¹⁶⁶Abone, K. (2016, December 3). Matching Profitability with Social Responsibility: The Promasidor Example. ThisDay Newspaper, 21(5888).

¹⁶⁷ Abone, K.(2016, December 3). Matching Profitability with Social Responsibility...



Figure 12: The Commissioning of Promasidor Donated Borehole and Water Treatment Plant by the Osolo of Isolo Flanked by Mr Oliver Thiry in Early February, 2014

In 2015, in recognition of the company's contributions to the Lagos State Government Ministry of Education Support Our Schools Initiative Project for promoting teaching and learning of mathematics through maths competition in all senior secondary schools in the state, it emerged as one of the winners of the Lagos State Government Support-Our-Schools Initiative Corporate Social Responsibility Award for the year 2014.¹⁶⁸ In November 2016 it also won the Sustainability, Enterprise and Responsibility Award (SERA) for the best company in education.¹⁶⁹ More so in December 2016, it also received the award of the Best Company in Education at the Lagos State PR Industry Awards (LAPRIA) in recognition and rewarding corporate organisations and individuals for their ground breaking investments in CSR projects.¹⁷⁰ In 2013, Promasidor Nigeria received ISO/SON Certification after a verification exercise in accordance with the principles of Hazard Analysis and Critical Control Points (HACCP) with certification number NIS ISO 22000:2005.¹⁷¹ With the award, the company joined the league of the lofty class of Food Safety Management System Certified Companies. In August 2017, it won the Manufacturers Association of Nigeria Ikeja branch Best Kept Industrial Premises Award.¹⁷² As inherent in every business, the company has had and still has its fair share of challenges particularly through its operation within the Nigerian economic space.

1.3. Challenges in Nigeria

The early years challenges faced by the company include the problem of staffing, low sales, low staff productivity, problem of acquiring choice site for its permanent site among others have been overcome. The challenges that face Promasidor Nigeria are of two dimensions. A) The challenges of operating in Nigeria. B) Challenges encountered in the course of carrying out its Corporate Social Responsibilities. The challenges of operating in Nigeria include infrastructural deficits such as high cost of power generation which emanates from Nigeria's epileptic power supply that has become a "normal phenomenon". With the reality of the epileptic power supply, the company has resorted to generating its alternative power through the running of power plants for uninterrupted and continuous productions. The company groans under the cost of generating its alternative power supply. In spite of alternatively sourcing for power, the company also faces the challenge of supply of petroleum products particularly diesel owing to incessant strikes by oil and gas workers, price hikes and unavailability of the products among other factors. In spite of this, the company is still charged with sales strategy of keeping the prices of its products low and not compromising the quality of its products in line with the company's market strategy of providing quality food products to Nigerians at extreme pocket friendly prizes. In spite of high cost of power generation, its dairy products are one of the cheapest in the Nigerian market as Cowbell 14g milk sachet is sold for #30.

In guarding its investment in the light of the disappointing security atmosphere prevalent in Nigeria, the company is heavily investing in its security outfits to securing its facilities from criminals and criminal activities. This financial responsibility would have been directed to meeting other needs if there was low or no security threats. Poor road networks have been a clog in the smooth running of the company. The company serves all its nationwide outlets from its Isolo site and over 25 of these depots are serviced by road. Transporting goods from one state to another in bulk has been very expensive coupled with the bad road networks. Bad roads have made the company trucks prone to accidents, attacks from criminals. In ensuring that its trucks are roadworthy, huge revenue is expended on repairs and maintenances

Government policy inconsistency and anomalies in custom duties is one of the reoccurring challenges the company has had to deal with other the years. Government policies on importation and duties have been inconsistent with constant changes of government and goal posts for political, economic and selfish interests of Nigerian leaders consequently the optimal operation of the company Each regulation oftentimes rolled out by the government adds an additional burden to the company and it has no choice than to comply.

¹⁶⁸ Abone, K. (2016, December 3) Matching Profitability with Social Responsibility...

¹⁶⁹ Lawal, I...

¹⁷⁰ Lawal, I...

¹⁷¹ Promasidor. (2013, April 3). Promasidor Nigeria Receives ISO/SON Certification.. Retrieved June 28, 2018 from <http://www.promasidor.ng/en/news/articles/promasidor-nigeria-receives-ison-certification/>.

¹⁷² Promasidor. (2017, August). Promasidor Wins MAN "Best Kept Industrial Premises Award ". Promasidor Link Newsletter, p 2.

Moreso, multiple taxation by three tiers of government is threatening the survival of the company.¹⁷³ The company pays a multi-level tax levies to Oshodi-Isole Local Government, the various local and State governments where it has its depots, square meter adverts on any surface including the customised company vehicles, and also pays tax to the Federal government.

Furthermore, the cumbersome port administration that hinders the attainment of easy cargo clearing in the ports is also another state inspired challenge. Administrative bottle necks and corruption has made cargo clearing difficult such that there have been temptations of gratifying public officials in clearing its imported goods. These bottle necks are avenues through which crime and corruption have been deepened.

In the light of poor waste disposal in Nigeria and the drive to be environmentally compliant, the company expends huge sum of money to properly dispose its waste products.

It also contends with intense competition from rival brands, negative propaganda, low patronage among others. The company faces intense competition on its entire products segment ranging from dairy, to tea, culinary and food supplements. In the dairy industry, competition is not new as the various players such as Friesland Campina, makers of Peak milk and Three Crowns Milk, Arla Foods, makers of Dano Milk, Chi, makers of Hollandia milk, etc have made various positioning statements through aggressive campaigns and innovations to have competitive edges. Other companies have incautiously adopted Promasidor's indigenous retailing in small sachets, a marketing strategy that endeared it to many Nigerians. Like the case of two German automobile brands of Audi and BMW, Promasidor Nigeria faces a serious challenge from Peak milk which imitates mimics and attacks its sales strategies with the using of the company's dairy products identity and slogans in negative ways to increasing its sales at the expense of Promasidor Nigeria.¹⁷⁴ In the tea segment, Top Tea has not been able to give Lipton tea from the stables of Unilever a good chase as Lipton still claims a large market share particularly in tagged tea. More so, the proliferation of imported tea bags in the Nigerian market has had negative sales effects on the brand. From being pioneer of powdery seasoning in Nigeria, Onga, the company's culinary brand has found itself as a competitor in the midst of varying powdery seasonings such as SpiCity, Madish etc which have explored additional seasoning powders of goat meat stock, stockfish among other varieties which Onga seasoning has not explored has posed a sales challenge to the company. Other brands owing to the varying varieties attract more customers at the detriment of the three flavoured Onga varieties. In the food supplement segment, the challenge of persuading customers to patronise its product¹⁷⁵ is real as consumers patronise other brands such as Nestle's Nido and NAN baby formulas, Peak's SMA baby formula among others.

Promasidor Nigeria has had the challenge of low patronage of its Cowbell flavoured milk drinks in the face of competition from other milk drinks such as Viju and Bobo milk drinks from the stables of Viju Industries Limited, Lagos, Nutri-milk from the stables of Cway Group, Lagos. Though a billion naira was invested in the category, the inability of Cowbell flavoured milk drinks to compete favourably in the Nigerian market place is a potential reason for its discontinued production a few years after it was launched in 2010.

The challenges faced by the company in the discharge of its CSR are a clog to the company's smooth discharge. It faces logistic challenges. In education, the company has the challenge of huge financial commitments directed to the conduct of its mathematics competition in the 36 states of Nigeria. It sponsors the trips of the invigilating personnel, token given to them, provision of accommodation, feeding for National Competition Candidates, their teachers who accompanied them to the competition, and selected Promasidor staff members for the period of the competition. More so, 2014 insecurity challenges in the North Eastern states of Nigeria hampered the smooth running of the competition in the North Eastern states of Nigeria.

The poor maintenance culture in Nigeria has resulted in the improper use of some of its facilities donated to the public such as Computer equipments, vehicles, and educational materials, among others.

In spite of its daunting challenges, it has striven hard to maintain relevance and promoted development.

2. The Impacts of Promasidor in Nigeria

2.1. Economic Impact

Promasidor has had far reaching economic impacts on Nigeria. Promasidor Nigeria has the highest employees of over 1000 staff members out of 5000 Promasidor group staff members and this has contributed a great quota in reducing the unemployment rate which would have been higher in Nigeria.

The sales of its products have helped put food on the tables of Nigerians who sell their products such as its distributors and retailers. Promasidor gives them a good price margin which helps them sell and make some extra profits on their sales. The company also gives them promotional packs and promotional gift items such as air conditioners, coolers, home gadgets among others. The economic impact has also been remarkable particularly through the hosting of event such as Cowbell math competition. The engagement of various vendors such as food vendors/catering, printing vendors, quiz masters, hospitality/hotels among others have helped to put some economic needs in the hand of these vendors.

Moreso, the company pioneering of seasoning powder product in Nigeria has led to a spring up of other seasoning powder such as SpiCity Powder seasoning, MaDish powder seasoning among other seasoning which also compete for consumers in the Nigeria market place.

¹⁷³Lawal, I...

¹⁷⁴ Lawal, I...

¹⁷⁵ Miss M. Promasidor Sales Representative in one of the major supermarkets in Bodija...

The varieties available have provided options from which consumers can choose on from on the basis of quality, quantity and pocket size.

Promasidor Nigeria has contributed to government revenue through its tax payment role as it pays local government, state government it is resident in and even the federal government for advert and signage. Moreso, the owners of the buildings on which its product are advertised are also paid commercial due as this has gone a long a long way in providing economic need to those dependent on such royalties.

To its customers, Promasidor products have been very affordable as # 5 is the selling price of Onga 4g cube seasoning. The affordability of the company's product has put quality food product on the tables of Nigerian.

On the flip of the coin, Promasidor has not only had economic impact on Nigeria but its present in Nigeria has impacted her greatly. Nigeria contributes 40% of Promasidor group's revenue. Promasidor has had an increasing yearly sale through sponsorship of events/its corporate social responsibilities, advertisements, engagement of brand ambassador among other sales strategies. For example, in spite of the uncertainties that plague many African countries, increased economic volatility, reduced commodity prices, slow growth rate, decline purchasing power, among other challenges in 2015, Promasidor recorded 7% increment in sales from \$58 million to \$828 million.¹⁷⁶

2.2. Social Impact

Promasidor has promoted a healthy competition spirit through its sponsored competitions and awards. For instance, in its para-soccer game, team members cooperate for their team to ensure victory in the game. People compete for credible platforms and this has encouraged hard work and excellence (see Quill awards:3.4).

Moreso, even at work place Promasidor staff members cooperate together to meet targets and move the company forward and these is often commended through Promasidor long service awards and Hall of Fame awards.

The company has also contributed to the process of nation building. Through its platforms, workers of diverse background have come together to work for its common good by promoting growth and development. The researcher observed that the various staff members related with were of high spirit and the relationship between the staff members looked cordial. Moreso on the part of the student through the cowbellpedia/other competition, student from all the corners in Nigeria have familiarized one with another, made friends, they emphasising their differences, promoting together a healthy relationship. Furthermore, the teacher of these competing students, vendors of various goods and services have familiarized, possibly exchanging contacts consequently promoting unity and cultural diversity.

In 2017 Promasidor Nigeria sponsored its distributors to an all-expense paid to Dubai. This gave its distributors that had never travelled the opportunity to do so, promoted tourism and the familiarization of persons of diverse background.

2.3. Educational Impact

Cowbell mathematics competition was initiated with the objectives " to awakening the consciousness and interest in mathematics among secondary school students, improve the performance in mathematics in Nigeria, create a credible platform for identifying outstanding students and encouraging them, redress the myth that maths is a very difficult to pass and understand, it is safe ascertain that the Cowbell mathematic completion as achieved its set out goals and has improved over the years. Its investment in education is a departure from some companies CSR which are tailored to frivolities that add no value to national development goals e.g. PayPorte sponsored "Big Brother Naija", Beauty pageants, etc. Through its mathematics competition, various schools have been assisted in the equipping of their classrooms, library, administration as well as financial assistance to students and teachers. The achievement of its mathematics objectives has been attested to by officials of Federal and State Ministry of Education, parents and West Africa Examination Council (WAEC). According to WAEC, there has been a remarkable improvement in the performance of student in mathematics since 2005 with the credit passes in mathematics in senior certificate examination grown greatly by over 55% while failure rate has dropped by 24% between 2002 and 2010.¹⁷⁷ Between 2010 and 2017 mathematics performances had greatly increased. AWAEC staff member attributed this success to the high level of sustained interest and awareness Cowbell mathematics has brought among other companies sponsored mathematics competitions. Cowbell maths champions fall into 10 best competitors in maths competition at the international level and since 2006, medals from the international competitions have been won by some of the students who have participated in the cowbell math competition.¹⁷⁸

Since the competition became a national affair, both Federal and State ministry of education have been very supportive and actively involved in assuring the sustenance of the competitions. They have supported in capacities being centres of form collections, supervision of candidate among other and all these are because the competition is no longer seeing as Promasidor affair nor Cowbell affair but a national project that has been addressing the basic need of the Nigeria children as a nation. The National Mathematical Centre and National Examination Council have played tremendous role in the competitions. NECO has been the examiner since 2001 and the National Mathematics Centre has taken up the responsibility of providing technical support to the competition as well as taken up the responsibility of preparing/coaching the competition winners for the international competition both African and world mathematics

¹⁷⁶ Mr X. A top ranking Promasidor Nigeria staff member . Retrieved June23, 2018 at Promasidor Nigeria Head Office,3A&B Cowbell Way, Isolo Industrial Estate, Isolo, Lagos

¹⁷⁷ WAEC Nigeria. (2010). Examiners Report. . Retrieved June 28, 2018 from <https://www.waechheadquartersgh.org/index.php>.

¹⁷⁸ Lawal, I...

Olympiad.¹⁷⁹ Yearly, at the competition award ceremony the Federal Ministry and National Mathematical Centre are fully represented by the minister and director or their representatives.

On the students, the impact of the competition has been tremendous as it has helped to embolden the students for future challenges and stage fright. The competition has also helped them cope with intense pressure particularly the television 60 seconds of fame in which the student is to answer as many questions correctly as possible within 60 seconds. The mere watching of the television show has boosted and renewed the interest of students in mathematics. It has brought a student from obscurity into limelight through being Promasidor billboard ambassador. In the words of the 2015 senior category winner Ayodeji Akinkuowo "Promasidor brought me from obscurity to limelight after winning in 2015. I became an instant celebrity in my school and in my town. Every student both junior and senior now run to me whenever there is a problem in math, even the governor of Ondo state invited me to the government house to honour me. Through this competition, I have gained confidence to face different challenges of life".¹⁸⁰ In Juliet Ekoko 2016 junior category winner words "after I won the competition, I gained more confidence in myself and it made me realize that with God I can do anything...I feel great having been crowned the Cowbellpedia winner and that feeling drives me to be the best I can be..."¹⁸¹

Promasidor Nigeria has increased and promoted girl child education since 2016 through encouraging competing schools to nominate at least a female in mixed schools for each level and category and this has greatly promoted the education and participation of the girl child in education, encouraging them to study science-based courses as against the societal passive notion that science, technology, engineering and mathematics courses are for men. The competition also has a legacy that its questions have never leaked.¹⁸²

On parents, the competitions have added impact as it had got parents to be meticulously involved in preparing and supporting their children. Many of the parents follow their wards to the examination centres and even appear on television for the TV quiz competition. Parents get interviewed before the show to talk to the viewer on what their thoughts were for their children and how responsible and dedicated their wards have been to their studies. They even support their children in price collection and celebration. For instance in 2012, pharmacist Udekpe Ekpo who was the then Head of the National Agency for Food and Drug Administration Control (NAFDAC) operation in Enugu state followed his son to Abuja for the price award ceremony as his son was one of the awardees, expressing his excitement about the great feats the competition had achieved and his son's achievement.¹⁸³ He was however saddened about the fact that the competition has been mostly won by private schools, a reflection of the public schools' degeneration.

Mr Jarlath Onuegbu, the father of the 2009 senior category winner expressed his views that the cash award as a gift to winners was a big motivator, morale booster as well as an incentive that encourages the young people to take mathematics more seriously, admitting that there was a time in Nigeria when interest in mathematics went down until the competition came on board and the interest in mathematics increased greatly with students looking to the competitions yearly.¹⁸⁴ More so, Mr Ayandele Olatunji, a math teacher in the University of Ilorin Secondary School, Ilorin gave a teacher's perspective on the impact of the competition "there is no doubt that this competition has impacted positively on the performances of students in mathematics as they jostled to represent the school in the competition..."¹⁸⁵. The Mentorship initiative by Promasidor for public school students has also guided the students to making right life choices. All these are because Promasidor chose to give back to the community.

The Cowbell mathematics initiative is also similar to the Nigeria National Petroleum Corporation (NNPC) maths competition. The NNPC also partnered the National Mathematical Centre for the purposes of improving the study of mathematics in the country by demystifying the subject.¹⁸⁶

3. Conclusion

Promasidor Group as depicted in the preceding chapters is a family company that was established in response to the market and health needs of Africans. It is a profit-oriented business that gradually expanded from the Democratic Republic of Congo in 1979 to over 35 African countries with each having its administrative structures that suits its market and operation but are all responsible to the Groups' Board of Directors. It is a business that was built from scratch to worth over \$1 billion by its dedicated staff members, an attestation to the great benefit Africa has to offer investors. The establishment of the company's various outlets have been eventful as the company has had to make some consequential decisions of closing down some of its outlets such as the Benin Republic on reasons of low patronage, slim competition among others.

¹⁷⁹ Mr X. A top ranking Promasidor Nigeria staff member. Retrieved June 23, 2018 at Promasidor Nigeria Head Office, 3A&B Cowbell Way, Isolo Industrial Estate, Isolo, Lagos

¹⁸⁰Promasidor. (2017, June). Past Winners of Cowbellpedia Tell Us About The Experience.. Retrieved July 3, 2018 from <http://www.promasidor.ng/en/news/articles/past-winners-of-cowbellpedia-tell-us-about-the-experience/>.

¹⁸¹Promasidor. (2017, June). Past Winners of Cowbellpedia Tell Us About The Experience..

¹⁸²Lawal, I...

¹⁸³ CSR: The Cowbell Example. Csr watch international nigeria. (2012, December 9). Retrieved June 28, 2018 from <http://www.csr/csrwatchinternationalnigeria/Page.2>.

¹⁸⁴CSR: The Cowbell Example...

¹⁸⁵ Ayandele, O. Mathematics Teacher, Unilorin Secondary School, Ilorin, Kwara state. Retrieved July 3, 2018 at the Staff Room, Unilorin Secondary School, Unilorin Mini Campus, Adewole Estate, Ilorin, Kwara State.

¹⁸⁶NNPC Pledges to Sustain Its Annual National Quiz Competition. NNPC. (2018, June 27). Retrieved July 3, 2018 from <http://www.nnpcgroup.com/PublicRelations/NNPCinthenews/tabid/92/articleType/Article/478/NNPC-Pledges-to-Sustain-Its-Annual-National-Quiz-Competition.aspx>.

The establishment of Wonder Foods cum Promasidor Nigeria in 1993 has proven to be a worthwhile business risk that has changed the lot of the Group by contributing 40% of its yearly total sales since 2000 and this feat was influential in the groups' decision of unifying all its outlets under the Promasidor name in 2003 at the 10th year anniversary of Wonder Foods. The pioneering of small sachet retailing though welcomed by Nigerians did not go unnoticed by other existing dairy industries as the various competing brands adopted various measures such as aggressive marketing, imitative product packaging among other competition strategies to wane the popularity of its brands.

Though being a profit-oriented business organisation, it has invested in impactful corporate social responsibilities that are based on Education, Sports, Health/Nutrition, Mentorship and being environmentally compliant with awards to show. Other companies playing active roles in Nigeria through supporting national development by their various CSR initiatives abound. In also improving education in Nigeria, the Nigerian National Petroleum Corporation (NNPC) has also partnered the National Mathematical Centre for the purposes of improving the knowledge of mathematics in the country by demystifying the subject through its annual competitions¹⁸⁷, The Nigerian Breweries in 1994 established an Education Trust Fund with a take-off grant of #100 million for funding educational and research activities in institutions of higher learning in an effort to encouraging academic excellence in Nigeria and this is an addition to its secondary and university scholarship programmes for children of its employees.¹⁸⁸

In sports, Nestle has promoted the popularity of basketball through its yearly organised Nestle basketball competitions for Nigerian private and public secondary school students with the provision of kits as well as the provision of other logistics for the competition. Nigerian Breweries with the aim of developing Nigerian sportsmen and women participation in national and international sports and boosting the sports profile of the country has invested in the sponsorship of various sporting activities ranging from football, athletics, tennis, cycling, chess, golf, dart, sailing and Ayo¹⁸⁹. These are a few initiatives of some companies that are focused on giving back to the community in which they operate. As challenges are a normal phenomenon to humans, so is it in the business world as Promasidor Nigeria has had to battle with some challenges such as extreme low sales that threatened its survival in the Nigerian market place. However, through its challenges, its dedicated staff members have stood loyal and are being rewarded yearly for 10, 15 and 20 years of meritorious service to the company.

In spite of the various challenges the companies have faced it has striven to have positive impacts on the Nigerian society. Economically, it has reduced the rate of unemployment through the employing over 1000 skilled and unskilled employees, provided quality food products and varieties its consumers can choose from, knitted social and ethnic ties among its various staff members among other impacts. In the critique of the operations of Promasidor Nigeria beyond its roles and impact in the Nigerian society, the company spends only 2% of its 100% profit on CSRs¹⁹⁰. If only it can invest more, its impacts would be more far reaching. It has not performed excellently in the fair treatment of some of its staff members. 4th of June, 2012 industrial protest by its staff on reasons of payment and abrupt disengagement is an attestation. It is sad to note that even with the presence of Promasidor Nigeria Staff Union, the company's decision still supercedes, thus rendering the union ineffective. More so, the company does not reckon with its staff degree acquisition as it is not a basis for promotion and this has resulted in disgruntled feelings among its staff. One of the staff members employed as a warehouse attendant and later a machine operator with school certificate result in 1993 did not get his cadre improved in spite of improving himself educationally by obtaining a Bachelor of Science Degree in Economics. 23 years after his engagement, he still remained a machine operator; a level he felt belittled him despite his acquired knowledge in academics. Before the end of 2017, he subsequently quit working for the company in search for greener pastures.¹⁹¹ Promasidor Nigeria has been growing and nurses more ambition to grow and develop. Its business ambitions are: to have its products in every home, to have a long-term production plans, introduce new products on the basis of innovation, demands and request of its consumers, continue giving back to the community but most importantly stay competitive in the market place with increased sales and continue being a household brand.

It is fair to conclude that despite of the shortcomings of the company, it has had fairly positive impact on Nigeria and its CSR initiatives is a commendable well thought ideas that other businesses can borrow a leaf from. Promasidor is an attestation to the successes African businesses can attain only when it has the right aims, hands and committed to profit commensurate corporate social responsibilities.

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No	Name	Post/Occupation	Place Of Interview	Date of Interview
1	Mr A	Top Staff	3A&B, Cowbell way, Isolo Industrial Estate, Isolo, Lagos.	23 rd June, 2018
2	Mr Ayandele Olatunji	Mathematics Teacher	Staff Room, Unilorin Secondary School, Unilorin Mini Campus, Adewole Estate.	3 rd July, 2018
3	Mrs B	Junior Staff	3A&B, Cowbell way, Isolo Industrial Estate, Isolo, Lagos.	23 rd June, 2018
9	Mrs F	Top Staff	3A&B, Cowbell way, Isolo Industrial Estate, Isolo, Lagos	23 rd June, 2018
14	Alhaji Isiaka Lawal	Corporate Brand Manager	3A&B, Cowbell way, Isolo Industrial Estate, Isolo	25 th June, 2018
17	Miss M	Promasidor Sales Representative	No1, Aare Avenue, Bodija, Ibadan	5 th May , 2018
18	Mr O	Top Staff	3A&B, Cowbell way, Isolo Industrial Estate, Isolo, Lagos.	23 rd June, 2018
19	Mrs O	Top Staff	3A&B, Cowbell way, Isolo Industrial Estate, Isolo, Lagos.	25 th June, 2018
22	Miss S	Top Staff	3A&B, Cowbell way, Isolo Industrial Estate, Isolo, Lagos.	25 th June, 2018
23	Mr S	Top Staff	3A&B, Cowbell way, Isolo Industrial Estate, Isolo, Lagos.	23 rd June, 2018
24	Miss S	Top Staff	3A&B, Cowbell way, Isolo Industrial Estate, Isolo, Lagos.	23 rd June, 2018
27	Mr X	Top Staff	3A&B, Cowbell way, Isolo Industrial Estate, Isolo, Lagos.	23 rd June, 2018

Table 1