



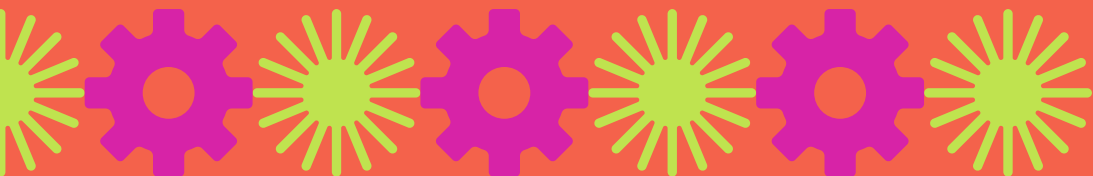
Millers
for
Nutrition



Case Study

Crown Flour Mills

Educating Bakers
in Nigeria



Summary

Crown Flour Mills trains local bakers in baking and business skills. As part of the training, bakers learn about the flour production process, including the relevance of fortification. Bakers benefit from improved products and profitability while Crown Flour Mills registers increased loyalty and fewer complaints. With mobile trainings and a mobile app, the company aims to bring training even closer to the bakers and to keep them engaged, including on nutrition topics.

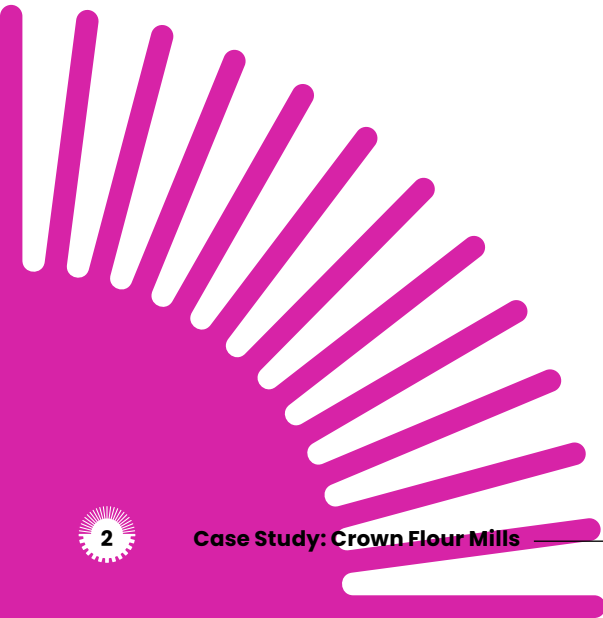




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Context: Baking sector in Nigeria



Crown Flour Mills is one of the leading producers of baking flour in Nigeria, next to other products like pasta and semolina. The company has been acquired by Olam Agri in 2010 and has seen significant growth since then, increasing its sales tenfold to 150.000 metric tons monthly in 2015.

The main customers for its flour are bakeries. Most of the bakeries in Nigeria are small and artisanal, often informal. They use manual mixing and firewood ovens for production, no modern equipment. Many of these bakeries do not maintain the required hygiene standards and food-safety rules.¹ One reason is that most bakers lack formal training in modern baking techniques, food-safety systems, quality control and basic business management.² This leads to health risks for consumers, inconsistent product quality, as well as risks to the viability of the business. For Crown Flour Mills, poor quality bread can cause damage to its flour brands, and failing bakers are customers lost.

Objective: strengthen bakers and increase loyalty



Crown Flour Mills started the baking schools in 2018, with a first "Bakers' Training Centre" in Abuja. Subsequently, additional training centres were opened in Lagos, Port Harcourt, Warri, Oshogbo, and Kano to cover different regions across Nigeria and facilitate access. By training bakers in hygiene, food quality and business management, the company pursues several objectives:

- Build loyalty among its key customers, the bakers.
- Help bakers to improve the quality of baking products, and hence also the perception of the quality of its flour.
- Improve the business performance of bakers and help them sustain and grow their business, and hence their demand for flour.

1 Afolabi, Olusegun & Aluko, Olufemi & Ajao, Olusola & Ojumu, Bolade & Olawande, Oluwatoyosi. (2015). Safety of bread for human consumption in an urban community in Southwestern Nigeria. *African Journal of Food Science*.
2 Orekyeh, O. R. and Sekoni, A. O. and Abiola, A. O., (2013, A survey of hygiene practices of bakers in Amuwo Odofin Local Government area of Lagos State, Nigeria. *Journal of Medicine in the Tropics*, (24–28).





Approach: The baking schools



“Bakers are usually not aware of food fortification, so the training exposes them for the first time.”

Yusuf Olayinka
Head of the technical sales team

Crown Flour Mills works closely with the bakers' associations that exist in every state, as well as the national associations, Association of Master Bakers and Caterers of Nigeria (AMBCN) and Premium Breadmakers Association of Nigeria (PBAN). The associations recommend bakers for the training. In addition, the Crown Flour Mills technical sales team can also invite bakers to the class. In Abuja, the largest training centre, a course takes 5 days and usually consists of 25 to 30 participants. Courses take place in three out of four weeks a month. Classes in the other centers consist of 10 to 20 participants and happen about twice a month. In 2025, almost 4000 bakers were trained.

Training topics include: understanding wheat and milling, flour quality, good manufacturing practices, food safety and hygiene, ingredients and their functions, bakery equipment, bread-baking science, recipe formulation and troubleshooting faults. It also includes basic business management, such as sales management, bookkeeping, or costing and pricing.

The centers are typically associated with a flour production plant. As part of the training, bakers get to see the production process. They see how wheat is converted into flour, what is added and why. As part of this visit, they also learn about food fortification and its benefits. At the end of training, participants receive a "certificate of attendance". The training is free for bakers, and Crown Flour Mills covers the cost of lodging and catering.



Impressions from the baker trainings (Source: Yusuf Olayinka, Olam Agri)



The 60-head strong sales force of Crown Flour Mills visits participants of the trainings afterwards to provide support on a day-to-day basis. They point out hygiene issues and advise on good practices, both in terms of food quality and business management.

In order to bring the training still closer to where the bakers are, Crown Flour Mills has started a mobile training. Sales staff rent a venue for two to three days and train bakers there. This makes the training more viable for many bakers. In 2025, 35 mobile trainings were conducted. Based on the good results, the company wants to expand this offer going forward.

Recently, Crown Flour Mills has added a "mobile app" for bakers. This online app allows bakers to calculate their profitability on the go. To date, 18.000 bakers have been onboarded to the mobile app. In the future, it will also be used to provide technical support to bakers. Food fortification may be one of the topics. Moreover, part of the training can be provided on the hub. For example, 2 days of the training can happen online and one day in the class room. This will reduce the time bakers have to close their shop or find a replacement in order to participate in the training.

Results: fewer complaints, higher productivity



The technical sales team uses their bakery visits to assess the impact of the training. The find:

- Bakers complain less about poor results of the baking process. Crown Flour Mills promises bakers compensation in the form of flour if they are not happy with the results. Requests for compensation have halved thanks to the program.
- Bakers note an increase in productivity. They get more yield once they understand the optimal ingredients and can hence produce more loafs from a bag of flour. This directly improves their financial viability.

The company registers improved loyalty of bakers. It estimates that 60-70% of bakeries are using its products, mostly exclusively. Its brands are perceived by many as the best quality, and the training feeds into this positioning.



“Knowledge is key.”

Yusuf Olayinka

Head of the technical sales team

Yusuf Olayinka, head of the technical sales team and in charge of the baking schools, recapitulates: “Knowledge is key. Before the introduction of the baking schools, bakers came to ask for money and equipment. But we realized that what was missing was knowledge. Bakers are very grateful for the opportunity, and the quality of their product improves, which makes them satisfied.” He adds: “We are now thinking about adding an advanced class, because the demand is there.”

When asked about the role of food fortification, Yinka reflects: “Bakers are usually not aware of food fortification, so the training exposes them for the first time. Like this, they can also share the information with their customers. It is not a big part of the training, but a first step to sensitize them. The mobile app can then be a channel to feed them with more information.”

Crown Flour Angels

Next to the baking schools, Crown Flour Mills also operates an initiative especially targeted at women: Crown Flour Angels trains women in baking and entrepreneurship through an intensive four-week course that includes professional certification from the National Business and Technical Examination Board (NABTEB). Beside the training, women receive a cake mixer as well as access to loans. Women can then set up their own business, for example in making pastries, cakes and meat pies and selling them on the market, from home or as catering. 1000 women have already benefited from the program since its launch in 2022.

Source: <https://www.olamagri.com/news/press-release/celebrating-over-1000-graduates-of-crown-flour-angels-academy>



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