

Skills for the Workplace

Module Assignment Submission

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Executive Summary

Generally, in today and tomorrow's world, organisations across the globe are implementing high level strategies to achieve a number of goals. Mintzberg (1994) explains strategy is a series of actions and steps carried out over a period of time, with defined objectives and outcomes. The author is going to discuss how ECUK, a mining company, are developing a holistic understanding of the industry, whilst positioning themselves strategically, with the internal and external environment in mind. Consequently, how ECUK will be able to withstand or react to for-seen and un-foreseen circumstances, will also be revealed in the report. The author will also elaborate on different strategies being used by management to enhance productivity and sustainability, also how the business intends to flourish with the affordable housing initiative. ECUK is a safe platform for companies trying to establish business in Nigeria for non-ferrous and precious metals. Being based in the UK, their operations take part in Nigeria, which has helped attract business from companies in Europe, and around the world.

Introduction

The focus of this report is to discuss and evaluate ECUKs vision for the future and how they intend to implement it. **Construct, Conduct** and **Complete** - these three Cs is something the author, and generally speaking, most will find evident for evolving and developing as an individual, and in business. When evaluating strategically, a process of selection is put in place. Once this is established, the validation process is then implemented, which subsequently, justifies why the project was initiated in the first place, and how if needed, can be improved (Patton, 1987). However, evaluating and planning is not only constrained to projects, it is something that is part of our everyday lives. ECUK see themselves as a company that is growing constantly and are ready, willing and able (RWA) to adapt to maintain all those associated with ECUK benefit in one way or another by developing their social responsibility.

Section 1

The Company

Emiluka Consolidated UK Ltd (ECUK) is a branch of ECUK Group with other subsidiaries mandated to ECUK such as ECUK Oil and Gas, Qosina, ECNG, and Abundass Integrated Resources Ltd. ECUK are proud to be innovators of the highest standard, using cutting-edge technologies to lead the Mining, Agriculture, Construction and Research industries forward. Through meticulous and reliable work, ECUK has become known as a strong supplier in the world global market in non-ferrous and ferrous metal, cultivation of plants food, fibre, biofuel, medicinal plants and research of other products used to sustain and improve the life chances of indigenous communities adjacent to areas of mineral exploration. ECUK have been in operation for two (2) years and have been successful in executing deals with international companies such as Rocheforte SPRL and

Ocean Partners. ECUK have exploration mining licences issued by the Ministry of Steels and Mines Cadastre Office (Ojugo, 2019). The importance of these licenses and other relevant documents namely the exporter's registration certificate issued by The Nigerian Export Promotion Council are essential for ECUK to trade freely with any interested organisations around the globe. Without such documentation the products will not be allowed to leave Nigeria. Unfortunately, not all businesses conduct their practices with integrity, illegal bunkering and trading occurs when unscrupulous companies attempt to deal in commodities such as oil, usually to neighbouring countries, without acquiring the necessary licenses to do so. The northwestern state of Zamfara, Nigeria has suffered more than most from this illegal practice, so much so that in April 2019, it was reported that the federal government suspended all mining activities there to discourage recent surges of related banditry at the time (Onuah, et al.; 2019 (www.reuters.com)).

The ECUK Team is a strong brand and there are plans afoot to strengthen that brand. They incorporate two mottos as part of their working culture ethos, **Team** "Together Everyone Achieves More and **Working** "With Outlined Realistic Knowledge Incorporating Necessary Goals" (Ojugo, 2019). Working with existing and new investors and customers is something ECUK thrives on. They believe their efforts to play an important part in local endeavours are just as important as improving their global brand. Whilst achieving full productivity, synergising their collective efforts have the potential to be extremely lucrative, it is equally as important to develop their social responsibility in parallel with and as part of their standard business practices.

ECUK operate using SMART objectives, it is important to be clear about what both the company and potential customers/client base want, whilst calculating the measures needed to achieve company goals, by conducting and concluding any project within a realistic time-frame.

ECUK pride themselves on integrity and honesty, ensuring that investors and stakeholders are kept fully in the loop on all activities they are involved in. It is clear that communication is paramount, as this maintains and builds trust within the team, and with external partners and collaborators. The importance of the business relationship is essential if ECUK are to benefit from and provide benefits for the vast opportunities a large and growing economy, such as Nigeria, Africa's most populous nation can offer.

The Management

ECUK is run by CEO Alhaji Abdul-Rakim who is based in Abuja FCT, Nigeria. His roles and responsibilities are to organise ECUK Groups activities with the Nigerian government and indigenous the communities. As previously stated, it is essential to maintain a good relationship with the people of ECUK's mining communities many of which have been negatively exploited in the not too distant past. As part of their duty of care, ECUK ensure the local populous have access to clean water, efficient schools, safe roads, and good hospitals and excellent employment opportunities. This civic duty is necessary for the efficient running of a mining operation and building/maintaining local relationships.

Chief David Ojugo, is the company Director who is based in London, UK. His roles are to oversee Financial Integrity, Investment Portfolio, Product/Commodity and Staff Management. Due to his ties in the UK, Chief Ojugo is also responsible for attracting foreign investment and marketing ECUK products to potential clients and investors. He has 24 employees under his direct group. This consists of: Four (4) Managers and 20 officers.

Equal Opportunities and Diversity

ECUK are an equal opportunities employer and operate an Equality and Diversity policy. One of the main headline policy aims is to give bright intelligent women the opportunity to represent the company in management rather than traditional support roles. The ratio is currently a 65%/35% in favour of men with women occupying 20% of all management roles. Clearly this is not ideal and as such, in the second quarter of 2020 ECUK will initiate a positive discrimination recruitment programme to improve that ratio. The programme will run for a period of 12 months.

ECUK want to be renowned for empowering individuals and by doing so promote sustainable development of the individual and the company as a whole.

Operating Regions and Coverage

ECUK's four company managers are strategically based across Nigeria, which allows for a greater coverage of the brand and better sight of opportunities. In the northern states of Nigeria, Jos, Bauchi, Nasarawa and Plateau, due to their strategic position it is possible to access potentially lucrative regions due to good proximity to Arabic states. When one turns to metals' mining and collection centres, there are also servicing satellite sites in Port Harcourt and Ebonyi States in the Eastern Region of Nigeria. This extends to Delta State in the south and Ogun States in western territories.

Further to this, ECUK are in the process of setting up a bio waste facility in Delta and Ogun to be audited by the International Sustainability and Carbon Certification (ISCC) within the second quarter of 2020. ECUK are proud to have become members of ISCC, as this can also bring further opportunities and open up other business ventures and social enterprises.

Half of the waste in Nigeria is organic, this is a similar trend in most developing nations (Yhdego 1994). However, the waste can include infectious medical waste which are often dumped carelessly due to the lack of an independent regulator to enforce standards of operation and local systems to counter excessive illegal waste dumping.

Regulation and environmental checks and balances are necessary to improve general stewardship of the natural environment. This issue has come into stark focus in recent times with a young Swedish activist (now 17 years old) by the name of Greta Thunberg, who first came to prominence in 2018 for highlighting the decisions corporations and governments make about the environment that will affect future generations and the health

of planet Earth (<https://www.theguardian.com/environment/2019/sep/17/greta-thunberg-to-congress-youre-not-trying-hard-enough-sorry>)

In Nigeria, local and national policies regulations with regard to collection, disposal and treatment of waste, is not implemented consistently. Furthermore, the enforcement procedures are inadequate. ECUK wants to lead the way with the Nigerian National Government to establish a more ethical way of conducting business, this is important to ensure there are clear goals to address issues of climate change that are inextricably linked with the global mining industry, whilst establishing a plan to reduce reliance on practices that harm the environment. By targeting things at government level ECUK believe it is possible to eventually develop important local and international relationships to meet these goals.

The Goals and Objectives

Current Strategy: Business as usual

ECUK currently achieve 200 metric tonnes a month using artisanal mining practices. ECUK are aiming to increase the capacity to 500 metric tonnes. The purchase cost of the product is very competitive from our mining sites. The product is then sold to potential buyers. Each container weighs 26 tonnes with funds set aside for logistics. This includes: Transporting the goods from the site to the port and the Cost Insurance Freight (CIF) to the off taker of the product at their destination of choice.

Currently ECUK can produce up to 8 containers per month with which would actualise a reasonable profit. Increasing the capacity from 8 to 20 containers (500 metric tonnes) per month will actualise a substantial profit.

Considerations

For approximately 4 months of the year, Nigeria undergoes a rainy season. This has the effect of considerably slowing down work activity. This is a well-known annual occurrence and has been considered as part of their operational efficiency. When ECUK take the rainy season into consideration they surmise an average out of 12 months to 8 months, these unforeseen circumstances are not in ECUKs hands to manage. However, with this in mind ECUK strategically, stockpile enough products in their warehouse as a contingency to combat the rainy season. ECUK intend to grow and become a global sustainable force, empowering people to become independent and improve their quality of life. ECUK have invested in the infrastructure of local communities who have these rich mineral resources that produces profitable products.

The Product

ECUK are at the forefront in their field of operation, with a wealth of knowledge and expertise that understands local community and political dynamics in Nigeria at the federal level. ECUK utilize this experience to provide both companies and individuals with quality and innovative products they can count on with repeat business due to the important infra-

structure improvements that are part of the ECUK model. In addition, ECUK ensure that they stay ahead of the industry curve by using the latest technologies to reduce waste and improve administrative efficiency.

The precious metals at ECUKs disposal are of the highest grade, for example the availability of Zinc, Lead, Coltan, Gold, Silver and Tantalite are in situ in vast quantities. ECUK carry out their due diligence as a matter of course by not only sending samples of the product assayed by leading analysts ALS and Alfred Knight for quality verification purposes. As part of the service ECUK invite all major investors or clients to Nigeria to witness their operation first hand. In some cases this is not always possible, however, ECUK will ensure the process is transparent from the mining site to terminal. Veritek Nigeria, a reputable inspection company, are also one of the stakeholders as they scrutinise the quality and quantity to maintain the product is the required standard. Veritek are responsible for safeguarding and locking the containers at the port terminal before the product sets sail.

According to Brown, et al.,(2018, pg 262) explains that it is vitally important to be transparent, with stakeholders as this helps develop and establish an ethical business relationship and build trust. In any business aiming to become successful, honesty and transparency must work in tandem Barlow, (2017), Ind, (2005) and Gebler, (2012).

ECUK understand this and ensure that in order for the company to move in the right direction having and maintaining a transparent business ethic is essential. Thus, further cementing their position in the industry as an honest organisation. Implementing such a strategy over time will enhance the overall perception of the organisation therefore making ECUK more sustainable.

In our mining communities ECUK have established a solid foundation with the local Chiefs and townspeople including local and multinational NGOs. ECUK assist the local natives with gainful employment and fully support the educational development for the younger generation. We have access to vast deposits of Zinc and numerous other precious metals. Quite recently Abdunass Integrated Ltd a subsidiary of ECUK carried out a geophysical report at one of the sites and the reserves are in the region of 13 million metric tonnes.

Objective

Artisanal and small-scale mining (ASM) typically takes place in impoverished areas, where there is little infrastructure and reduced employment. This forces miners to use low and physically intensive mining practices. However, because of the difficult terrain and often lawless nature of these areas, many larger mining houses and governments have overlooked these resource-rich areas in the past.

This being said, things are slowly changing amid pressure from end users and consumers that increasingly demand goods that are produced with conflict-free commodities that are sourced via environmentally friendly and socially responsible methods (Obaje, 2009).

Governments have also realised it is better to legitimise ASM in order to better enforce safe mining practices that are less destructive to the environment. Furthermore, legitimising ASM opens a new revenue stream as governments receive more income from taxable revenues and royalties from mining exploration (Obaje, 2009).

This in turn benefits ASM operators who will be able to take advantage of increased wealth which in turn benefits the local economy. In addition, government investments in local services such as education, welfare and other social programs will increase.

Approximately 90% of all commodities are mined by just 10% of the mining community, mostly from Africa, and Nigeria has a population of about 200 million plus as stated by the World Health Organisation (WHO) in 2019, Nigeria play and continue playing a major role in the 10%.

This is made up of large scale miners and represents about 7 million people. The remaining 10% of mined raw materials are produced by the other 90% of the mining community, which are predominantly subsistence level miners, this represents a staggering 100 million people. For a long time, Chinese and others have exploited ASM operators, and rob them of their valuable product paying far more less than the value. Upon, realising this ECUK have carried out campaigns informing the Government, most especially locals and community elders with our outstanding working relationship and practice, that others are taking advantage of them. ECUK as a trading house, exists to help this part of this 90% reach the global marketplace and get the right value for their product (Obaje, 2009).

Responsible Sourcing

With goods from vital mining areas all over Nigeria and her safe border end of Niger, Benin Republic, and Cameroon, responsible sourcing is the foundation of our corporate philosophy and is at the heart of everything ECUK do. For ECUK, the importance of a socially responsible and sustainable supply chain is paramount to ensuring that wherever they operate, ECUK are providing an honest, transparent and valuable service. ECUK are committed to ensuring ASM that trade with us, at some given point get machines that will improve their mining practice. Also being given the opportunity to create an economic pathway that will allow them to trade effectively with ECUK. By doing this provides them with the tools they need to lift themselves out of poverty, low intensive mining practices while at the same time taking responsibility and ownership for the development of their community.

ECUK LIMITED aims to support human rights, foster local development and avoid contributing to conflict, human rights violations, gender inequality and child educational abuse. ECUK are dedicated to ensuring our activities and relationships have a positive impact on the lives of the people ECUK work with.

The communities ECUK operate in maintain commitment to promote peace in every community they trade with. A good example is when a Director of Rocheforte SPRL Belgium (Geert) came to Nigeria, himself and Alhaji Rakim CEO visited one of the popular rich mining regions, getting to the district; the first thing the CEO and his entourage did was to pay a visit to the District Head (Emir elect regional leader), this shows ECUK have a very strong relationship and also good reputation in each of the mining communities.

The Target Market

ECUK target consultants, smelters, and companies who are in the sector. ECUKs products are for International companies who have use of the non-ferrous metals; whether to buy or resale on.

Pricing Strategy

ECUK are in a unique position as the price paid for the products, logistical costs, transportation, shipping etc, can be very competitive in the global market. ECUK believe it is our corporate social responsibility to be fair and transparent in our pricing structure. The products ECUK have are of the highest grade in the market.

Social Program:

When it comes to social developmental programs what often comes to mind is, what can ECUK contribute into social programs in the mining communities? How do they make sure their funds are being used or managed properly in these rural areas? How are they sure the money does not end up in the hands of some politicians? How do ECUK run a social program and oversee it? First and foremost, they make sure they release funds to an NGO that can reach the grassroots, secondly one that they need to work with. ECUK will pick the project and then get the funding to execute the project, along the line they carry out project oversight, subsequently, there will be a sign that carries ECUKs company name on the project and with their integrity on the line they will ensure it is done properly so their name does not get tarnished.

Responsible Mining Initiative:

Is a platform where local miners registered and are being empowered with adequate machineries in order to increase their production capacity. An agreement is reached by ECUK and the local miners on a percentage sharing formula and purchasing the miners' percentage. This program provides a better environment for Artisanal and small-scale miners (ASM) and eradicating physically intensive mining practices, most importantly creating more wealth in the community.

Section 2

SWOT Analysis (Strengths/Weaknesses/Opportunities/Threats)

Strengths

ECUK have the expertise and technology to maintain a strong position in the global market. With licences to mine issued by the Ministry of Steels and Mines. The products ECUK have at their disposal are of the highest grade, according to analysis reports from ALS, Alfred Knight. Thus strengthening the position of the organisation.

Weaknesses

ECUK have an established reputation in a market that has a number of established stock players. However, it is believed that our ambition and our business model will serve to improve our standing in the industry. We are aware of the impact of the raining season in activity, however this is not an unknown risk that is an annual natural occurrence.

Opportunities

However, the weaknesses and threats can be used as an opportunity to increase production in the dry season and store the products in a storage centre.

Threats

Nigeria has a rainy season during this period it will be difficult to mine. This will have an effect on production. Boko Haram a terrorist organisation could be a threat if they were to pry into ECUKs mining communities. In that said, sufficient security is now in place in and around the surrounding communities.

ECUK Porters Five Forces

Good industry analysis looks rigorously at the structure of profitability. The first step is to understand timing. ECUK have used SMART objectives to assess what is achievable namely the target of 20 plus containers a month. Is this realistic and executable in a given time. In order to do this effectively, it is necessary to distinguish temporary or cyclical changes from structural changes (Porter, 2017).

According to Mullins, (2008) learning is a continuous process that is infinite. Nevertheless, with time ECUK retain a contingency to tackle risks in the quickest time possible so a sound understanding of the full business cycle is necessary. Three-to-five-year time horizons are common in industries, although there are some with long lead times, such as mining where a decade typical due to the quantities involved. This relates to Kukuki mine in excess of 13 million metric tonnes have been detected.

The point of industry analysis is not to gauge its attractiveness but to understand competition and the root causes of profitability. Like any country Nigeria is not without its hindrances such as infrastructure, despite this, analysts should look at industry structure quantitatively, rather than qualitatively. Many elements of the five forces can be quantified such as:

- A proportion of the product value that is considered part and parcel of the buyer's total costs. This gives us an understanding of sensitivities related to the inevitable fluctuations in the price buyers are willing to outlay.
- The fundamental driver that determines the viability of the business model is and basically the amount business traffic or sales/transactions are needed to run a plant or network efficiently without front loading risk.
- The flexibility in the buyer's costs. This is basically the extent to which the buyer must provide the appropriate incentives or inducements to appear attractive in the market to customers.

ECUK have experienced initial failures or teething problems which meant that senior stakeholders had to evaluate whether the business was still viable. This is the inevitable new kid on the block baggage that is part and parcel of establishing presence in the marketplace. However, to fail is a first attempt in learning (Kalam, 1999). ECUK have

survived and thrived and can be proud of their achievements with only two years of operation. The company have a revised structure and developed a popular mantra to be, “ready willing and able” (RWA) to fulfil the necessary requirements for potential investors. This is fundamentally about developing, maintaining and improving business relationships that grow trust, after all business about confidence. If you are in any doubt about this rather elusive character “confidence”, you only have to turn on the TV to see reports of share prices on the FTSE 100 rising and falling due to market confidence being impacted in some way.

The strength of the competitive forces affects, prices, costs and the investment required to compete defining the gap between revenues and costs. Competition drives down prices, or elevates the costs of marketing, R&D, or customer service, reducing margins.

Supply and demand is the name of the game and so suppliers with an advantageous position will increase input costs and buyer power supposedly lowers costs by showing purchasing loyalty or not. It is economic relationships such as these that shapes our understanding of industry competition (Porter, 2017).

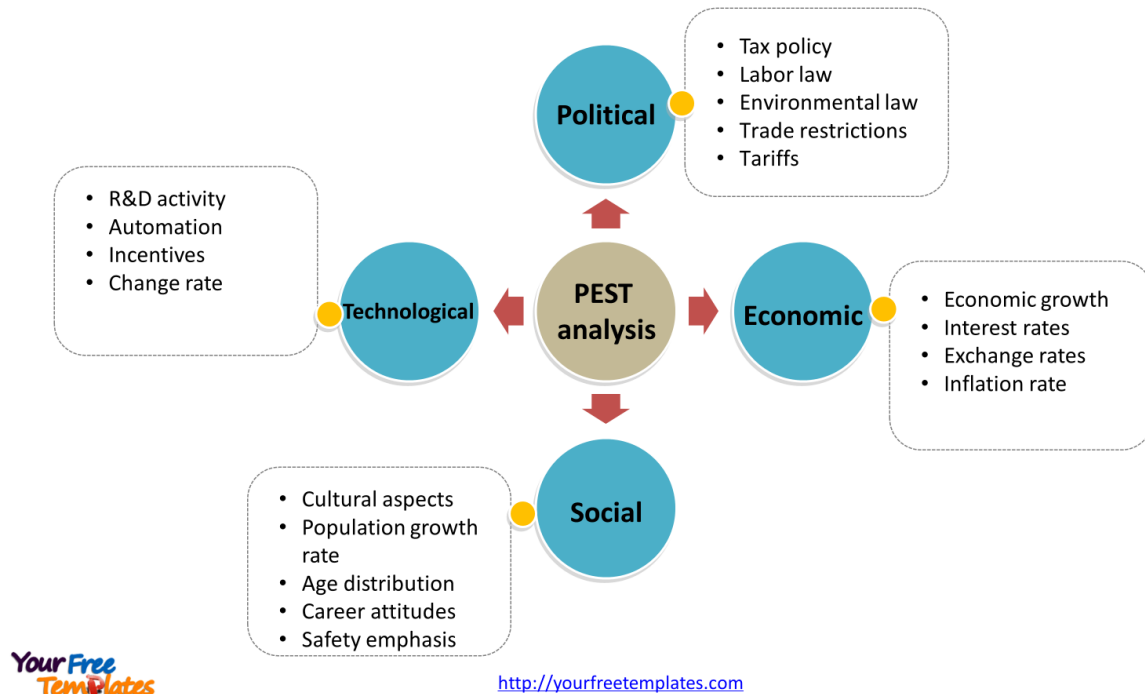
In summary then, industrial analysis must not be dominated with discussions about differentials or a simple plus or minus. The picture is much broader than that and questions need to address what forces are supporting profitability and what are those that are not, being sure to identify the triggers.

It is important to answer these questions if not to gain an insight into how best to strategise in a fluctuating market where traditionally held views often hamper innovation. The negative stereotype of Nigeria as economically inefficient helps to form a narrative that supports a narrow world view that the country provides opportunities for others at its own expense. An historically exploitative relationship with Europe. The simple picture is that there is and always has been an opportunity to develop innovative mutually beneficial commerce with Nigeria which ECUK have shown over two years. It is about business and the key is networking with the right set of people (Porter, 2017).

PESTLE ANALYSIS

It is important to note again here the relevance of the PEST Analysis, as originated by Aguilar (1967), and outlined in my previous report (Ojugo, 2019), as it reveals the need to adapt and prepare for changing business environments in response to a New World Order.

PEST analysis



PESTLE is an expansion of PEST which includes Legal and Environmental Factors. It is now strongly advised businesses and governments should take full advantage of the threats, indications and forewarnings outlined in PEST(LE), as it enables them to be better equipped to deal with foreseen circumstances, and more importantly, unforeseen circumstances. Take for example, the floods in the UK and the wild fires in Australia, which have increased in intensity and duration over recent years. It can be said, if appropriate measures and contingency plans were incorporated in strategic forward planning, the negative outcomes of these situations would have been alleviated.

Table 1: PESTLE Table

P	E	S	T	L	E
POLITICAL	ECONOMICAL	SOCIO-CULTURAL FACTORS	TECHNOLOGICAL FACTORS	LEGAL	ENVIRONMENTAL / ECOLOGICAL FACTORS
<i>Generally, has a domino effect on the rest of the Pestle.</i>	<i>Typically impacts the business world over</i>	<i>Generally, influences whether a new business will flourish or fail</i>	<i>Important for companies to maintain, otherwise can be left behind.</i>	<i>To adhere to the law is vitally important for any business to flourish</i>	<i>*Generally, beyond man's control, however, with the right infrastructure in place, it can help ease disruption</i>
Taxation	Inflation, Interest Rates	Consumer Behaviour	New Media	Governing Bodies	Climate change
Health Regulations	Labour Costs	Corporate Social Responsibility	Mobile Applications	Legislations	Environmental Disasters
Sanctions	Wages Increasing	Education	Perimeter Advertising	Taxes	Lower Carbon Footprint
Ruling Political Parties Influence	Merchandising	Natural Disasters	ICT	Regulations	Corporate Social Responsibility (CSR)
Elections	Governing Bodies			Procedures	Pledges
Corruption	Employment				Infrastructure
	Productivity				

*Recent growing consensus indicates humans significantly contribute to global climate and environmental changes.

Section 3

Stakeholder Mapping

Stakeholder Mapping (SHM) is a mechanism that improves communication among stakeholders, it is a communication plan that one can analyse to the benefit of a project. There are benefits to this analysis such as: Identifying the most influential **stakeholders** who can help to shape your project at its inception and act as anchors to retain stakeholder interest. An effective communication plan ensures momentum and retains that all important buy-in and common interest (Chinyio and Olomolaiye, 2010).

Table 2: Stakeholder Mapping Table

	High Level of Stakeholder Interest	Low Level of Stakeholder Interest
High Level of Stakeholder Power	Veritek (Inspection Company), Safmarine (Shipping Company) Chiefs (Local Leader) Community,	Shell, Chevron, Total, PHCN (Formerly NEPA National Electricity Company)
Low Level of Stakeholder Power	Community, Contractor	Community, Tourist, Contractor

Please note: Community are in all sections of this table as depends on the type of business or activity generated.

Section 4

Affordable Housing Initiative

ECUK have been keen to change the narrative in order to build a more innovative and respectful relationship with Nigeria and within the wider continent. ECUK are in the business of mining and Nigeria has an abundance of mineral resources. However, ECUK believe that the way business has been conducted in the past was one of exploitation borne out of colonial attitudes and they wish to redress the balance by improving relationships. If India was the jewel in the crown for the British, then the area we know as Nigeria could be viewed as its ill-treated butler having to provide the sustenance to line the British stomach.

In Section 1, the author touched on ECUK's emphasis on duty of care with regards to their business model. In order to endear themselves to the local populous ECUK have agreed to embed themselves in local infra structure improvement programmes by providing financial support through local partnerships such as improved water resourcing/refinement or road building ensuring local populations are always included in any training or employment opportunities.

ECUK believe access to shelter is a human right and that their affordable housing programme is their lightning rod. It represents diversification and a partial cannibalisation of their business model to embark on this programme that was borne out of recognising the writing on the wall. Fossil fuels are only part of the story and the climate agenda suggests that the industry must change amid calls to reduce reliance on fossil fuels.

ECUK utilise the modular flexibility of the humble shipping container to building habitable dwellings in as part of a regeneration programme that runs alongside their mining business. There are a reported 20 million shipping containers in use around the world and some 10,000 of those are lost at sea every year. Source - <https://singularityhub.com/2011/04/05/10000-shipping-containers-lost-at-sea-each-year-heres-a-look-at-one-2/> (Saenz, 2011).

This raw material has provided the building blocks for plans to regenerate local villages. This abundant material has resulted in the development of over 50 dwellings in the Plateau State in Northern Nigeria with plans to extend this programme within the Delta State Southern Nigeria as part of the first wave.

It is hoped that in time the proportion of the business dedicated to mining will be altered as the regeneration of the poorest of villages are transformed into modern communities.

CONCLUSION

As the author concludes this report let us recap on what ECUK have learnt and achieved in their strategic management quest over the past two (2) years. As you are aware part of their duty of care, ECUK ensure the local populous have access to clean water, efficient schools, safe roads, good hospitals and excellent employment opportunities. This civic duty is necessary for the efficient running of the mining operation which in turn helps build and maintain local relationships.

Subsequently, the affordable housing initiative was morphed and ECUK are proud to have already built the first prototype. This being said, as proud innovators of the highest standard, using cutting-edge technologies to lead the Mining, Agriculture, Construction and Research industries forward ECUK know to stay ahead of the game they must be (RWA) ready willing and able to adapt to change.

ECUK strongly believe in the Alliance for Responsible Mining: (ARM) and maintain that Child Labour and Terrorism have no place in their organisation. The United Nations and other organisations who are against child labour have made it clear with their strong presence in all the states in Nigeria.

In regards to Boko Haram and Terrorism, The Nigerian government would not have certified ECUK as a company if its activities were linked to terrorism or operated in areas where there was an insurgency issue.

This being said, one must still plan strategically how to combat such issues. Scholars have expressed that the concept of strategy was first taken from the military and adapted for use in business. Andrews (1987), explains that strategy is a series of decisions within an organisation that reiterates its goals, purposes and objectives. Similarly, to the way ECUK define themselves by choosing a wider scope of business for the organisation to follow.

APPENDIX

All pictures taken from Site



In the beginning.....



Working inside

Finished interiors:



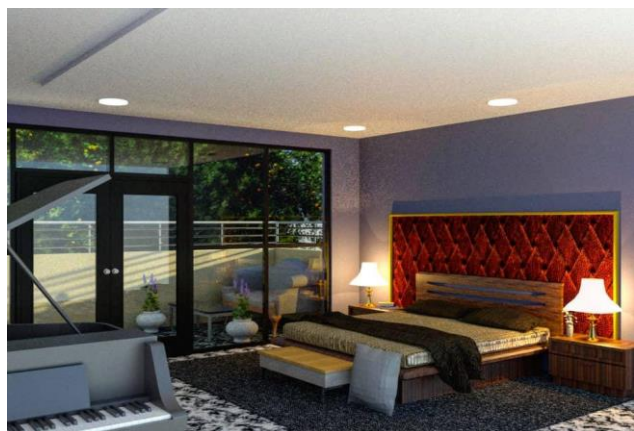
Hallway



Bathroom



Kitchen



Bedroom



Nearly there.....



Finished prototype.

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