



Areedi Creates Business Processes for Reelfruit to Streamline Business Operations

Scenario:

Reelfruit is a Nigerian business that produces dried fruits and nuts for an increasingly health conscious market. They are based in Lagos, although their products are available nationwide. They were established in 2013 with a goal of making healthy snacks available to Nigerians. Products include dried pineapple, dried mango, and fruit and nut mixes. Growth has been strong over the last year, in terms of sales and market awareness.

However, as the company grew, the internal ways of doing things weren't defined. The business processes were largely the same as a company that had just started – undocumented processes that were subject to change on the fly. There were some shared roles among employees, which is fine for a young company, but there were also inefficiencies that needed to be addressed.

The managing director of Reelfruit reached out to Areedi in October 2014, when she was ready to improve internal processes to better serve Reelfruit's customers. Because the processes were not well defined, the staff relied too heavily on management for direction and daily tasks. She figured that if they knew what to do, they would be able to take on more tasks for themselves, and require less direct supervision.

The Challenge

When we spoke to Affiong Williams, the Managing Director of Reelfruit, it was clear that getting better processes & accompanying documentation for her company was very important. She knew that Reelfruit needed more structure to help it grow, especially as she was beginning to take on more employees (she was managing 9 employees when we met her).

It was very important for her to ensure that her employees knew what to do on a daily basis in her absence. It was a terrible waste of time and manpower to have employees coming to work and waiting for direction from management on a daily basis. Having business processes that were mapped, documented and available to everyone was crucial to the success of Reelfruit. In addition, guiding documents like a finance manual and a human resources manual would be helpful in providing structure.



The Solution

Initially, we wanted to understand the inner workings of Reelfruit. During the understand phase, we mostly listened to key employees and probed for any underlying issues. We spent time interviewing the Reelfruit employees to get a sense of what the business processes were like for them. We paid particular attention to the pain points and bottlenecks, so that we could mitigate them where possible. The as-is process maps showed a glaring reliance on the management for even the smallest tasks.

During the design phase, we gave the employees more autonomy in some areas, reducing the need for management to be involved in every little decision. They had more freedom, which came with more responsibility. We designed multiple process maps for Reelfruit, fine tuning them with the employees who would actually be using them. The processes included: procurement, quality control, sales, marketing, customer service, warehouse entry, and minimum reorder levels. Affiong hired two more employees to improve efficiency.

We successfully finalized the process maps, optimizing process steps (and management involvement where feasible) to accomplish business goals. We also provided a finance & accounting manual for the company. These tools helped to provide some much needed structure for Reelfruit.

Outcome

Areedi provided the following for Reelfruit:

- Process Maps
- Finance & Accounting Manual
- Business Support as needed (for project duration)

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