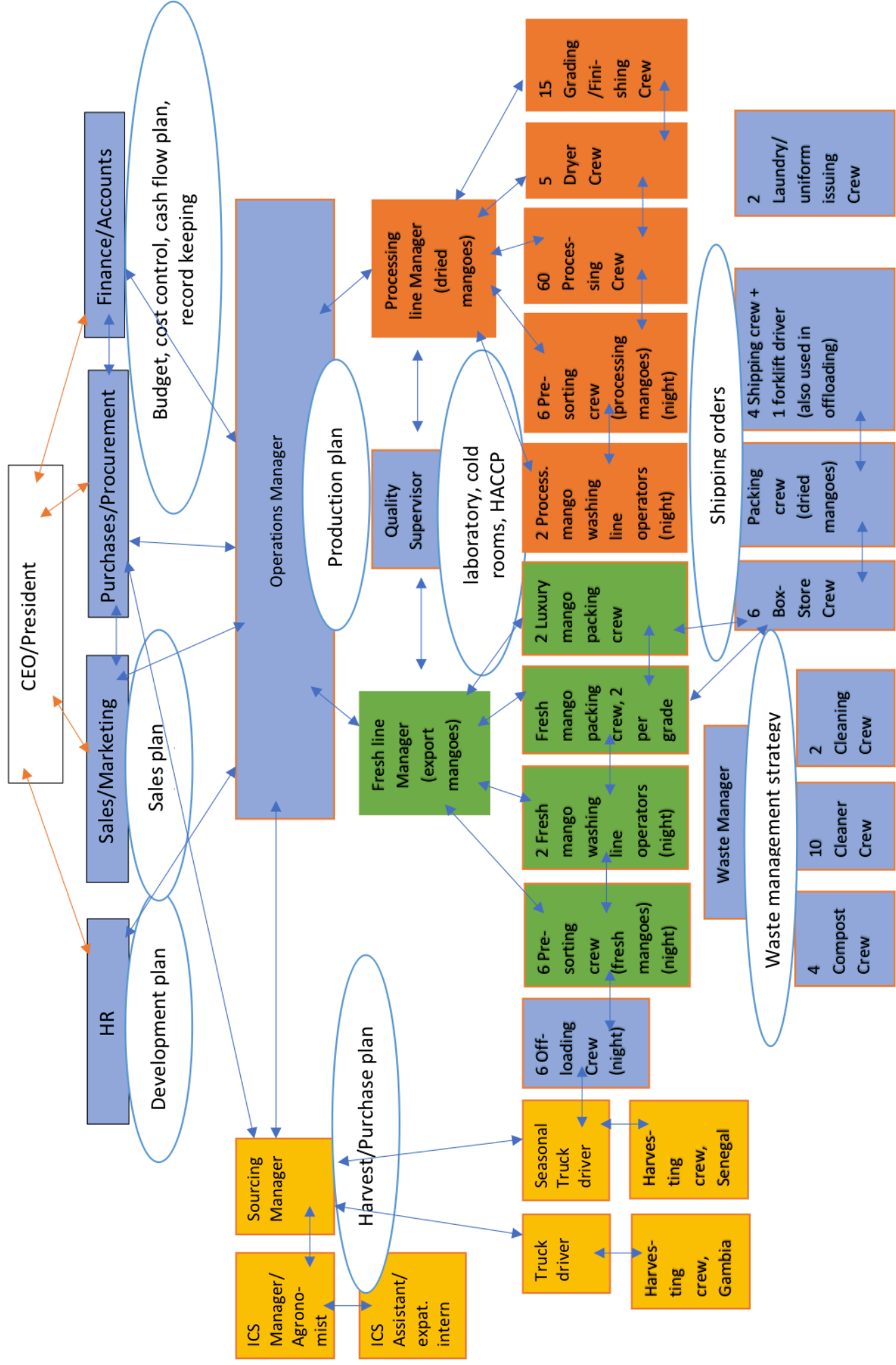




CEO/President

- ➔ Receives financial reports from **Finance Department**
- ➔ Receives sales and sales projection report from **Sales Department**
- ➔ Receives Stock and stock planning report from **Procurement**
- ➔ Receives development report from **HR**

In charge of external communications and PR
 In charge of raising funds for investments
 In charge of networking and relationships within the global and local communities as well as the local government
 Reviews reports from departments and gives feedback
 Ensures all departments are heard regularly and equally and are on track
 Communicates his vision for new products, markets and technologies to department heads
 Guides the strategy and methodology applied
 Resolves or mediates conflicts

Sales/Marketing

In charge of finding new customers and markets
 In charge of communication with customers
 In charge of shaping the companies brand
 Communicates customer requirements (sales plan, specifications) to **Operations Manager, Quality Supervisor, Procurement, and HR**
 In charge of NPd
 Communicates sales forecasts to **Procurement**
 Reports to **Finance** regarding invoices

HR

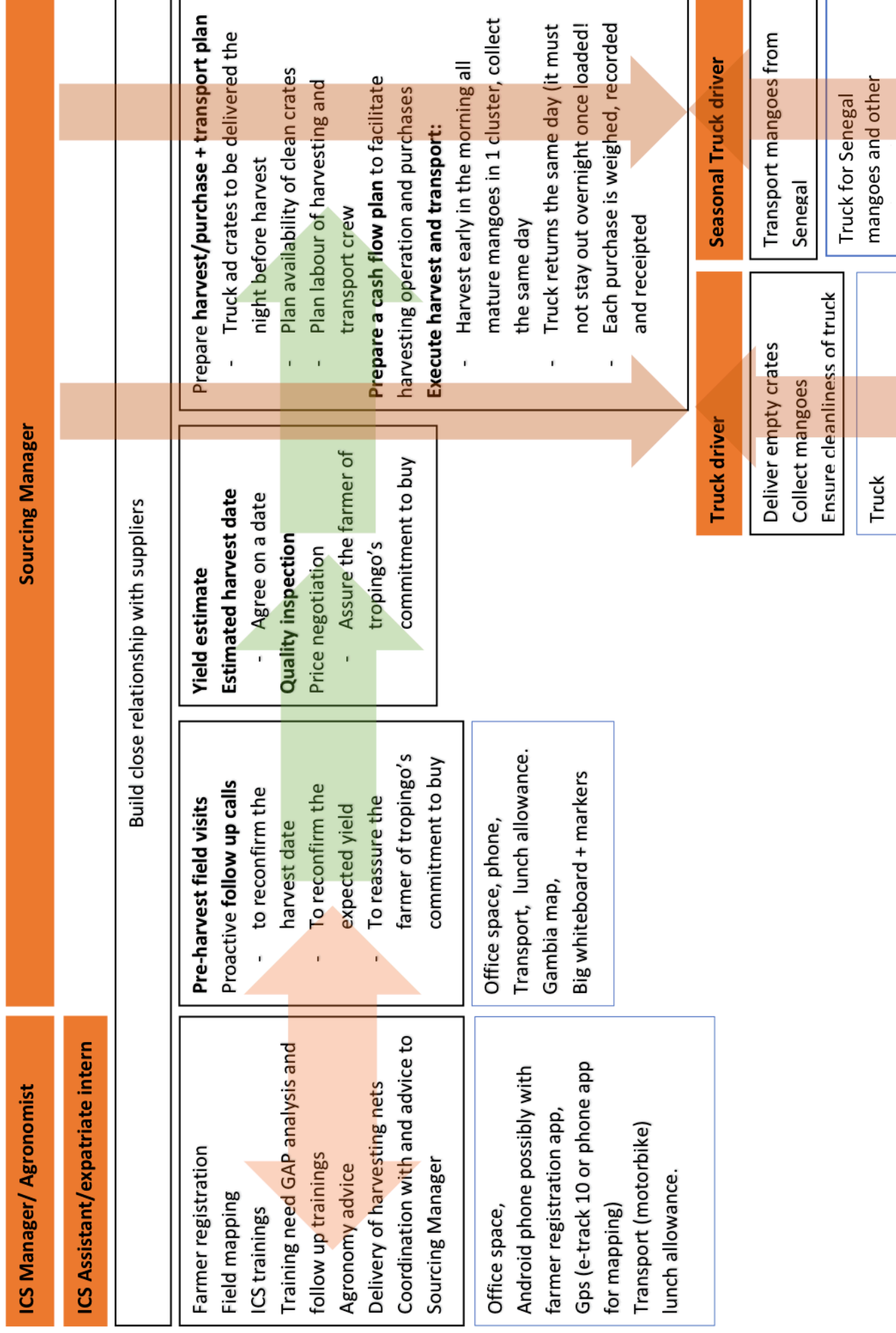
- ➔ Receives sales plan from **Sales**
- In charge of guiding the structuring of processes, procedures and systems throughout the product flow
 In charge of staff requirements, training need assessments, training planning and execution
 Communicates manpower needs with **section heads**
 In charge of hiring and firing
 In charge of job descriptions
 In charge of enabling successful internal communication (within and between departments)
 Communicates Payroll to **Finance department**

Purchases/Procurement

- ➔ Receives Purchase plan from **Sourcing Manager**
 - ➔ Receives production plan from **Operations manager**
- In charge of export/import issues, records & documentation
 In charge of stock keeping
 In charge of purchases
 In charge of procurement
 In charge of researching equipment/material options
 In charge of advising the CEO on equipment/material options
 Communicates with **Finance** department regarding cash flow needs

Finance/Accounts

- ➔ Receives cash flow needs from **Procurement**
 - ➔ Receives sales forecast and report from **Sales**
 - ➔ Receives Payroll from **HR**
- In charge of accounting and record keeping for cost control and ICS
 In charge of financial reporting
 In charge of budgeting and cash flow planning and
 In charge of invoicing and follow up on Debtors
 Reports to the **CEO**





Harvesting crew, Gambia



Harvesting crew, Senegal

Mangoes for fresh export are handled with extra care and individually harvested with a knife or secateurs.
Mangoes are placed head-over into crates to avoid sap damage

- Harvesting equipment
- Nets
 - Knives
 - Weighing scale
 - Lot record/receipt books

- Harvesting equipment
- Nets
 - Knives
 - Weighing scale
 - Lot record/receipt books

Operations Manager

Prepare production plan (labour and logistics) Mangoes are received at night and offloaded, pre-sorted and washed immediately.

In charge of ICS integrity onsite. Create a batch sheet for mangoes received on the same date from the same cluster (max. 10 lots per batch).

Coordinates closely with Sourcing manager, Fresh line and Processing line managers regarding delivery dates, quantities, varieties and expected quality.

→ Receives final dried mango orders from Admin

Plans and coordinates crate logistics together with the sourcing manager and offloading crew.

Plans labour requirements and coordinates with HR

6 Offloading Crew (night)

Offloading

- Offload trucks immediately when they arrive. Mangoes must not remain in the truck overnight.
- Place crates on pallets and move to corresponding washing line immediately

Weighing + Recording

- Weigh all received lots and record on batch sheet.

Crate logistics

- Wash empty crates and prepare them for collection (they need to be available first thing in the morning)

In charge of keeping loading area clean

Pallets + Pallet jack, weighing scale
empty transport crates

Area for washing, drying + storing crates

Pressure cleaner, brooms, **water access**

Fresh line Manager (export mangoes)

- Receives batch sheet from Operations Manager
- Receives all mangoes destined for fresh export.

In charge of batch integrity.

- Print ICS code labels/stickers
- Prepare export papers
- Hand over copy of batch sheet to Processing line manager if rejects go into processing

6 Pre-sorting crew (fresh mangoes) (night)

Mangoes are manually placed onto a double line conveyor. Lot integrity is maintained.

Damaged or diseased mangoes should not enter the washing line to avoid contamination.

Rejected mangoes are transported to the processing line via the second belt, where they are placed in crates, which have been labelled with their batch number prior.

Accepted mangoes are moved to the washing line on the first conveyor belt.

Double line conveyor belt

2 Fresh mango washing line operators (night)

Mangoes are lowered into the water bath and lifted out on a conveyor.

Mangoes pass over a soft nylon brush conveyor, through a hot water bath (3-5 min at 52°C), and finally a hot air drier.

From there mangoes are moved to a mechanical grader on a conveyor belt.

Fresh mango washing line including hot water bath, nylon brushes, and hot air drier

Clean water access

Processing line Manager (dried mangoes)

- ➔ Receives batch sheets and final packing orders from Operations Manager.
- ➔ Receives all mangoes destined for processing directly from farm
- ➔ Receives batch sheet from Fresh line Manager for rejected mangoes
- ➔ Receives rejected mangoes from Fresh line.

In charge of **batch integrity throughout** the process

- Create batch codes and print batch labels
- Prepare export papers

Coordinate labour needs with Operations Manager

2 Processed mango washing line operators (night)

Reject mangoes from the fresh line are received, placed into crates and labelled according to their batch numbers.

Mangoes from the field are received.

Mangoes from storage are received.

Batch integrity is maintained in each case.

Crates are emptied into the water bath.

Mangoes are washed through tumbling and lifted out of the water on a conveyor.

From there they are directly transported to the pre-sorting conveyor belt.

Simple washing line

Clean water access

Lift to empty crates into the water bath

6 Pre-sorting crew (processing mangoes) (night)

Mangoes are sorted into "ripe" (= ready for processing) and "unripe"

Diseased or damaged mangoes are removed

Unripe mangoes are returned into crates and kept in chilled storage at 22*-24*C.

Pre-sorting of batches in storage is repeated on a daily basis until all mangoes from a batch are processed.

Batch integrity is maintained.

Alternatively mangoes could be placed in a ripening chamber to ensure fast and even

ripening, and to reduce the number of times mangoes have to be moved and sorted.

Double line conveyor sorting belt
Storage crates

Chilled storage (22*-24*C)
Sufficient for 1500 crates

6 Box-Store Crew

→ Receive orders from Operations Manager according to production plan

In charge of stock keeping of shipping boxes, sleeves and stickers. Report to Admin for purchase orders.

Supply Luxury mango packing crew with sleeves and stickers as per order

Fold daily supply of boxes according to production plan and send them to the respective lines on conveyor belts.

Pallet jack

Store for boxes

Adjacent area for folding boxes

Conveyor belts to both fresh and processing packing lines

Shipping boxes

Sleeves + stickers

Quality Supervisor

Brix measurement -> Gives feedback to operations and sourcing managers

In charge of overall quality control, food safety, hygiene, and HACCP compliance.

In case too few mangoes to form a batch are ready to be processed in a day, they are placed in a cool-room and reunited with the rest of the batch once enough of the remainder is ripe enough to form a batch.

In charge of cold room planning and temperature control

Cold-room for storage of early ripe mangoes

Quality control laboratory, including: digital refractometer, hygrometer

Protective gear, including face masks, hair nets, gloves, white boots

Fresh mango packing crew, 2 per grade

Automated, mechanical grading. Different grades are all expelled to one side to allow for easy collection of airfreight "luxury" mangoes

Final quality check

→ Receive boxes from store via conveyor belt Pack mangoes in boxes

Remove rejects and collect in crates

Mechanical grader connected to fresh mango washing line with one-sided expeller

Empty crates for rejects as well as collection of airfreight mangoes

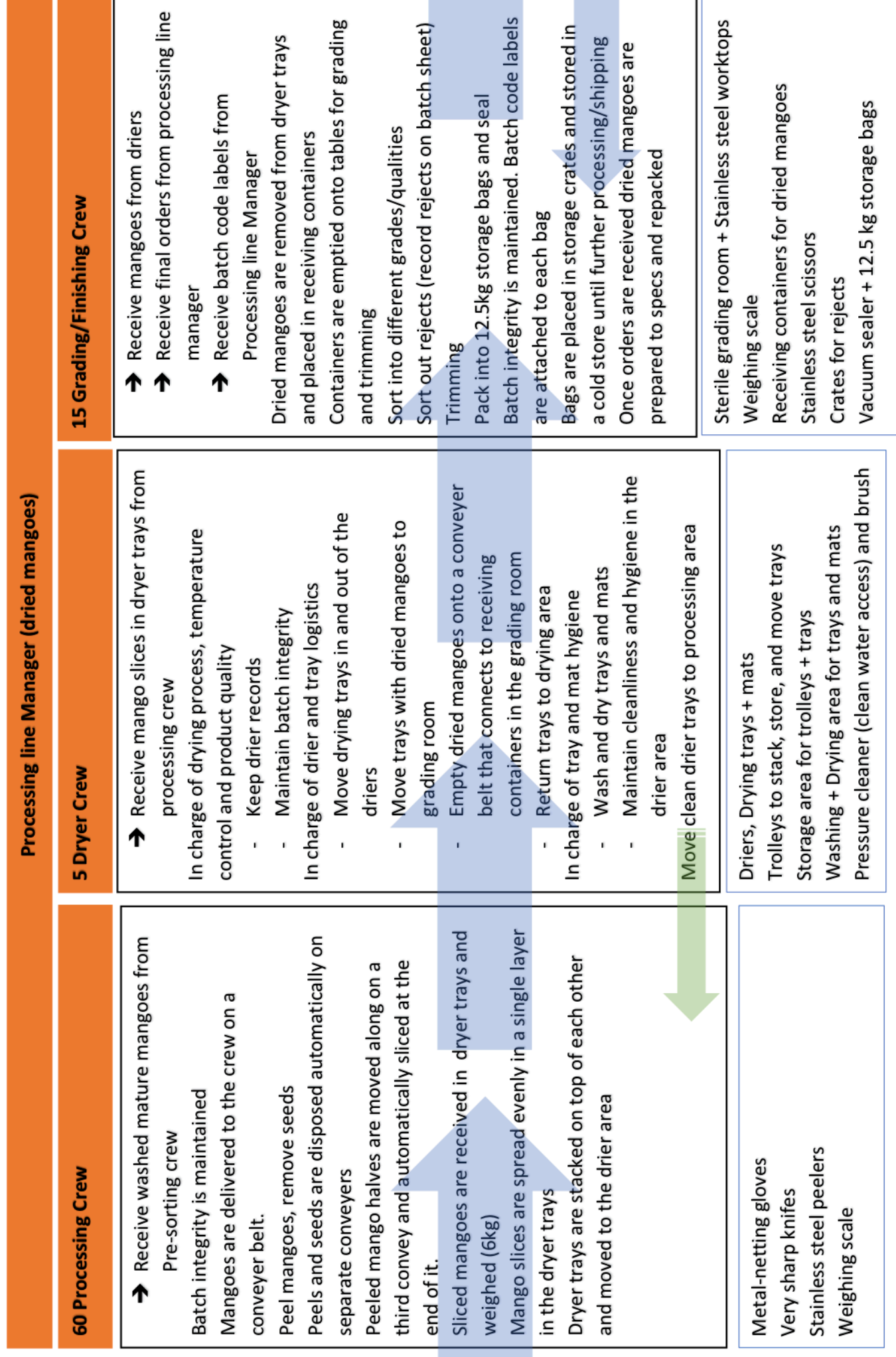
2 Luxury mango packing crew

→ Receive sleeves and stickers from Box store crew

Final quality check

Put mangoes in sleeves, pack in airfreight boxes, and apply stickers

Sleeves, stickers, boxes



2 Laundry Crew

→ Receive used uniforms, headcovers, dusters, etc. at the end of each shift
In charge of uniform cleanliness, maintenance, storage and hand-out
Wash used uniforms, etc. daily

Hang laundry in a protective area for drying

Iron uniforms before returning them to storage wardrobes

Issue complete sets of fresh uniforms (including disposable protective gear) to workers at the beginning of each shift

Room where clean uniforms and disposable protective gear are kept, staff pass through into the clean area, register and receive & dispose their uniforms.
Laundry area with industry standard laundry machine, protected drying area with sufficient cloth lines, sufficient number of cloth pegs, rotary iron (automated), detergent

Anybody entering the “clean” area of the factory has to pass through a sanitizing area, where they register for their shift or visit, receive their uniform and protective gear, they change and sanitize themselves before entering. An factory-wide alarm announces shift start, lunch break, and end, otherwise workers should not enter and leave the “clean” area

Registration/gear reception room
changing rooms with lockers to keep their personal belongings, showers, and toilets as well as wash basin with “no touch” water tap, automatic soap dispenser and paper towel dispenser.
Next to every door inside the clean area sanitizers.
In front of the entrance door a foot bath to sanitize boots on entry.

Small ripening chamber/store for collection of airfreight mangoes before shipment

4 Shipping crew + 1 forklift driver (also used in offloading)

- Receive orders and batch codes from Admin
 - Receive ICS code stickers and packing labels from Fresh line and Processing line Managers respectively
- Organize supply of empty pallets
Move filled boxes from packing line or cold storage to palleting area
Weigh boxes
Mark boxes according to weight, grade, and batch sheet info
Attach ICS and batch code labels
Seal boxes

Processing line Manager (dried mangoes)

Packing crew (dried mangoes)

→ Processing Line manager receives final order specs from

Operations Manager, who receives orders from Admin

In charge of cold room storage records

In charge of HACCP compliance for stored products (FIFO)

In charge of printing final shipping labels

Dried and graded mangoes are stored in 12.5kg bags and kept in storage crates in a cold room until final orders are received.

Once an order is received dried mangoes are removed from the cold store and returned to the grading room for further processing and packing to specs.

Batch integrity is maintained.

- Mangoes are kept separate from other batches
- Each bag keeps its batch code label until shipping

Orders that are ready to be shipped are repacked into shipping bags and boxes

Pass each bag through a metal detector, re-check rejected bags

Attach batch code labels

Store packed boxes on pallets in the cold room

Record batch handling on batch sheet

At the end of each batch hand over the batch sheet to Admin

Pack boxes on pallets (10 layers of 8 boxes)

Strap pallets

Attach shipping labels

Move stacked pallets to cold room

Prepare pallets for shipment and coordinate with lorry driver

Add 2 temperature control units per container shipment

Record batch handling on batch sheet

At the end of each batch hand over the batch sheet to Admin

Motor Jack lift or forklift

Temperature trackers (single use)

Cold rooms. Size needs to match the number of pallets being held

Storage crates that can hold 12.5kg bags.

Pallets

Pass-through metal detector

Shipping boxes, cello tape dispenser

Glue + brush

Waste Manager	
In charge of waste collection and removal In charge of overall cleanliness of the premises In charge of waste handling and management. Provide waste removal record to Admin for payments. In charge of water quality In charge of composting	
Water testing and treatment equipment Compost area	
10 Cleaner Crew	
In charge of hygiene in toilets, washrooms and locker (changing) rooms In charge of general cleaning in office facilities and corridors In charge of general cleaning of premises In charge of waste removal from all areas	In charge of general cleaning in pre-sorting areas In charge of general cleaning mango washing areas. Move rejects from fresh mango pre-sorting area to shredder Move rejects from Processing mango pre-sorting area to shredder
Frame trash bag holders + trash bags for each area Store for cleaning equipment and detergents Cleaning equipment (incl. brooms, flat mops, dusters, detergent)	2 Bobcats Large transport crates Forklift Pressure cleaner + Access to water Nylon brooms Protective gear (boots, plastic aprons, strong gloves, etc.) Dumpster for organic waste excess storage

Waste Manager

4 Compost Crew	2 Cleaning Crew
Peels are expelled from the processing area on conveyor belts Collect peels and seeds and feed into shredder. Shredded wastes are transported to the composting area with a tractor and manure spreader and spread directly onto the compost heap. Make compost Transport compost to the farm with tractor and manure spreader	Remove inorganic wastes (plastics, used facemasks, hairnets, gloves, etc.) from packing and processing areas. Collect inorganic wastes in dumpsters (separately if possible) and organize for regular trash removal from premises. Compress inorganic trash into compact blocks
2 expeller conveyor belts Shredder for peels, seeds, and reject fruits Tractor + manure spreader Small compost handling equipment (shovels, forks, etc.)	Trash collection area Trash press/compacter Dumpsters

Waste Manager	
Cleaning Crew	Remove inorganic wastes (plastics, broken boxes, straps, etc.) from packing areas. Dispose of broken pallets. Collect inorganic wastes in dumpsters (separately if possible) and organize for regular trash removal from premises.