



Olga Lucía Cruz Araújo

Host organization: Mukatri (Florencia, Colombia)

ICats role: CFO

ICats duration: Mar – Nov 2013 (full-time)

Degree: Bachelor in Finances and International Relations (Colombia)

Professional experience: 2,5 years of professional experience in investment banking at BBVA, and 1 year as a Moore Stephens' consultant

Summary

Olga Lucía joined Mukatri to enhance their managerial skills and develop a financial structure for the company. Training the local team as well as establishing partnerships with government and private companies, she played a key role in preparing the company for a potential investment from LGT VP.

The problem Mukatri aims to tackle

- The Amazon rain forest loses on average 12'302 square km/year, largely as a result of unsustainable commercial practices. Unable to generate a profit on standing forests, farmers clear forested lands for agriculture, cattle-raising, and illegal crops.



Mukatri's solution

- Mukatri manufactures and commercializing sweets, cookies, sauces, and marmalades made of three ecologically grown/harvested forest fruits: araza, cocona, and copoazu.
- Mukatri protects more than 3,000 Ha of the Colombian Amazon and supports more than 60 low income families.

“2013 has been an extraordinary journey for me. Indeed, it has allowed me to learn about the challenges of the entrepreneurs in Colombia and has made me realize the importance of rural development in my country”.

Mukatri's challenge

Mukatri is family company managed with limited tools that address the financial analysis and control of the company



Opportunity for an ICats Fellow

There was an opportunity for an ICat Fellow with financial skills to review the financial model of the company, and establish a structure that would allow an easier control of the economics of the company.

“The ICats program is a unique opportunity to get yourself out of the comfort zone and start growing at the same time that you add value to the community”.

Olga Lucía

Olga's achievements ...



- Organize the company's daily free cash flow
- Analyzed their cost structure and financial margins
- Analyzed their payroll structure
- Set up sales and production goals
- Support Mukatri to hire an accountant that would organize monthly financial statements
- Coach management to organize weekly meetings, define 5 priorities per quarter and a workplan.

Olga's next challenge

She joins an Agribusiness Private Equity Fund in which she will explore profitable opportunities in LatAm that develop rural areas while attaining significant social impact.

...contributing to Mukatri's impact



- Support the management on their social strategy with ANSPE (National Association for Extreme Poverty)
- Negotiated 50% of discount for Mukatri with the largest transportation company in Colombia.
- Adjusted the financial model of the company
- Developed marketing materials to improve the company's corporate image
- Act as liaison with potential co-investor

“We talk a lot about the business “jungle” in which gazelle-like companies operate, running fast to avoid getting eaten by the large companies – and here is Olga bringing our tools to the real jungle! Verne Harnish, CEO, Gazelles, and author of Mastering the Rockefeller Habits