



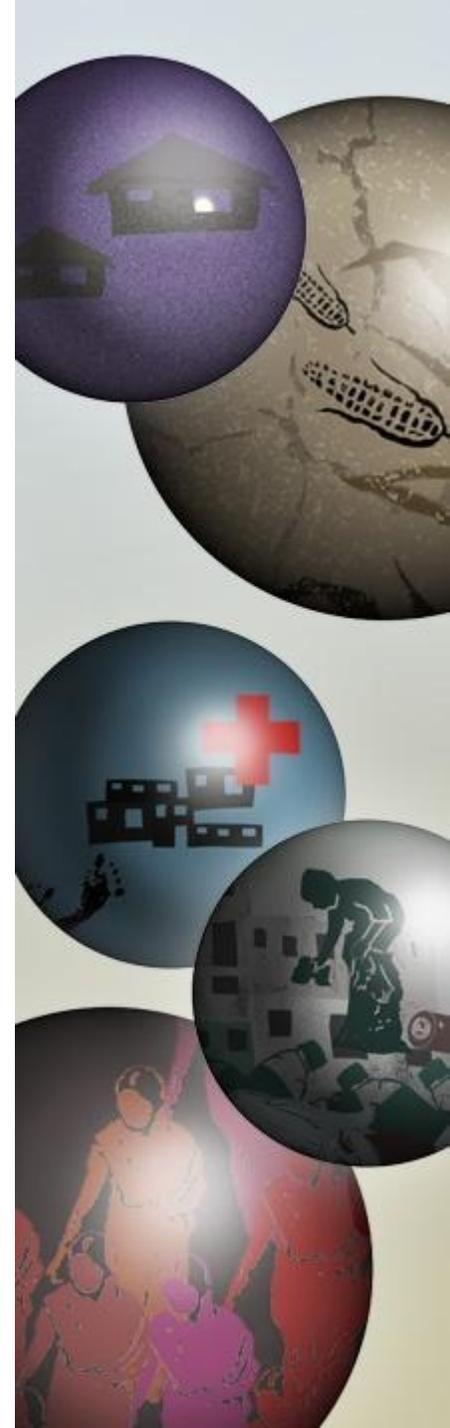
ICats Fellowship 2015

Andrea Ruzo

Impact Report

LGT Venture Philanthropy

August 2016





Andrea Ruzo (Spain)

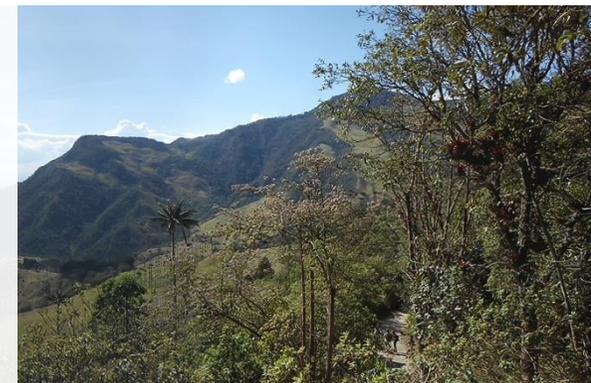
Host organization: Bive – Vive con Bienestar (Colombia)

ICats role: Business Development Director & Key Account Manager

ICats duration: Sept 2015– Aug 2016 (Full-time)

Degree: Master of International Business (Barcelona, Spain)

Professional experience: International Business Development consultant with 6 years experience in developing countries and focus on the areas of R&D, project management, operations and impact investing.



Summary

Thanks to her experience in international consultancy and business model scaling, Andrea led the redesigning of the existing business model as well as the reinforcement of Bive’s impact in the BoP segment. Being the main challenges the lack of strategy focus and operational processes, Andrea helped the company to create and organizational structure and to open and maintain new key accounts focusing in the B2B rural segment.

The problem Bive aims to tackle

- Bive is a social enterprise providing fast and high quality healthcare services to middle and low income families in the Caldas department of Colombia.
- Although in Colombia 95% of the population is covered by public health insurance, bureaucracy and inefficiency of the system result in a poor access to the services; worsening preventable diseases and generating incapacity and even death.

Bive’s challenges

Bive grew aggressively in 2015 but its operational structure was still yet to catch up with the company’s pace of expansion.

Bive’s solution

- Through an annual family membership, Bive provides access to a network of 120 private health professionals with only 7 days waiting time.
- Bive impacts the BoP segment working with Agricultural Cooperatives, helping them to protect their associates and to design and implement social health projects with international Fair Trade funds.

Although the increase on sales, Bive needed to adapt the organizational processes to a more efficient and professional management culture.

“My experience as an ICats Fellow...

Has been a one life opportunity to build a solution for health access to vulnerable population that is sustainable and improves people’s quality of life .”

- Andrea

Opportunity for an ICats Fellow

There was an opportunity for a fellow with experience to lead the implementation of the new processes and the expansion of the business model.

Andrea's achievements ...



- Support the implementation of the new organizational structure in the company
 - Implementation of new departments
 - Support for the redesign of the new commercial structure
 - Support in the implementation of a performance monitoring system
 - Guidance for impact monitoring and evaluation
- Value proposition and business model redesigning. Creation of an innovation department for evaluation and piloting of new business lines

Andrea's next challenge

Till December 2016 Andrea will stay in Manizales, Colombia; to help Bive deepen the impact into the Colombian rural sector.

...contributing to Bive's operational improvements



- Development of a new sales strategy with the rural segments based on the commercialization to Agricultural Cooperatives .
 - Budget planning and design for health projects executed through Fair Trade funds.
 - Increase of the BoP clients by 195%, moving from 4100 to 8000 users in this segment.
 - Maintenance strategy and follow up with these accounts
- Financial modelling for business scaling
 - Business model design for scaling Bives project nationally
 - Investment plan projection for next 18 months
 - Increase of the BoP clients by 195%, moving from 4100 to 8000 users in this segment.