



# ICats Fellowship 2015

## Martin Zuercher

### Impact Report

LGT Venture Philanthropy

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[www.javara.co.id](http://www.javara.co.id)



### Martin Zuercher (CH)

**Host organization:** Javara Indigenous Indonesia (India)

**ICats role:** Chief Financial Consultant

**ICats duration:** Nov – Oct 2015 (full-time)

**Degree:** University of St. Gallen (CH): lic. oec HSG

**Professional experience:** Various positions in the area of controlling, finance and project management over 12 years. The last position in Switzerland was the role of the Head of Finance and Controlling for Autoneum AG Switzerland



## Summary

Using his experience in finance and management, Martin helped Javara to reduce the financial burden of the company, increase the cash flow, strengthen the management team and the whole organization to support the company's rapid expansion.

### The problem Javara aims to tackle

- 17 million Indonesian smallholder farmers and food artisans are unable to access the economic opportunities of a growing demand for organic produces.
- Increased industrial agricultural practices reduced Indonesia's food biodiversity while traditional methods disappear along with smallhold farmers (80% >45y).



### Javara's challenges

The strong growth of the company since its foundation in 2008, leads to a much higher capital need for investments and working capital. Working with more than 15'000 farmers and selling 500 products within 4 continents creates a lot of complexity.



### Javara's solution

- Javara provides holistic interventions for farmers and food artisans, from product development, technical training, access to financing and processing technology, support for certifications until market.
- Javara off-takes products and distributes them domestically and internationally as premium and value-added products.

### Opportunity for an iCats Fellow

There was an opportunity for a fellow with experience in finance and administration to help the company to secure additional funding and improve the internal organization and processes to increase the efficiency of the company.

### “My experience as an iCats Fellow...

was very positive, a great personal and professional learning. I was able to work in an environment which values more than just monetary rewards and applies market based solutions while respecting people and nature “

“I want my work to have an impact on the company, the employees, the people I am working with and the ones I'm really working for which is in Javara's case the Indonesian farmers. I found all of this in Javara.”

*Martin*

### Martin's achievements ...



- Improved working capital, finance situation and operations
  - Established common financial language and reporting, significantly improved performance of finance team plus an agreed detailed action plan to further improve the finance function
  - Built basis for investment proposals, decisions and reporting for any future capital need
- Implemented organisational developments
  - Agreed & documented road map ensuring the alignment of new strategy with all initiatives
  - New BoD meeting structure & proceedings

### Martin's next challenge

Martin will stay with the organization to extend his support during a decisive time of growth for the company.

### ...contributing to Javara's growth



- Working capital management significantly improved, capital needs reduced (Cash Conversion Cycle from 110 days to 40 days) and average cost of capital reduced by 36%
- Strengthened team with trainings and new hiring in all parts of the finance and administration function such as a project management office, human resources and finance function
- Improved efficiency and effectiveness of the Board of Directors with the alignment of activities with the commonly developed strategic road map, supported with higher transparency through new proceedings, processes and meeting structures.

**“Martin Zuercher** delivers to us expertise, passion and commitment that have been supporting Javara beyond his call of duty. As a well-rounded professional and individual, his talents, network and social skill have been a valuable assets to us. With his genuine character, he is not just a professional. He is and will always be an extended member of Javara family..

*Helianti Hilman, Founder and CEO of Javara*