



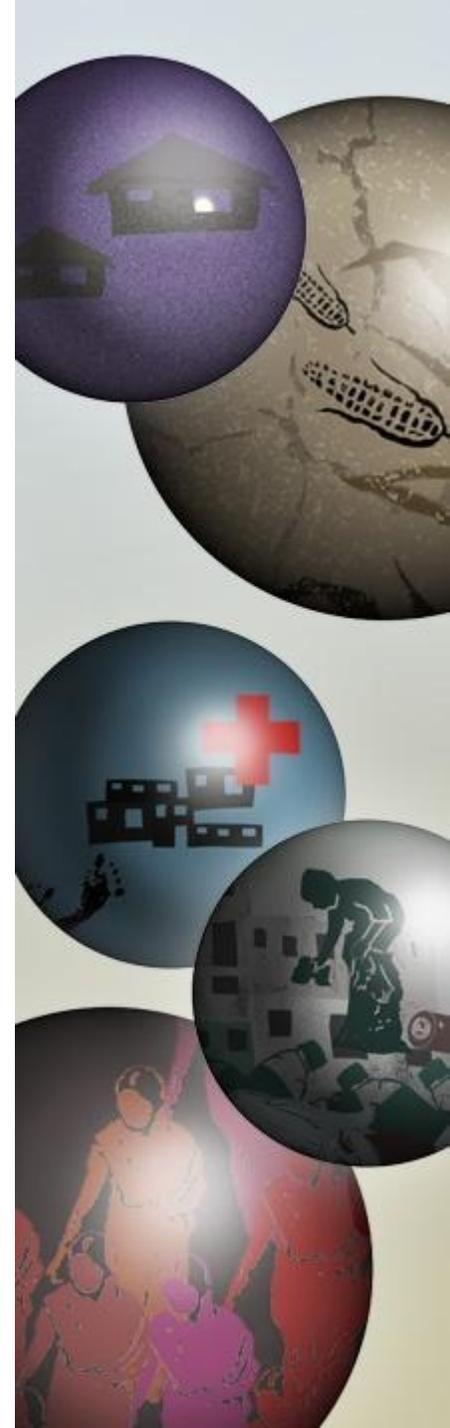
LGT Impact Fellowship 2017

Brett Austin Cooper

Impact Report

LGT Impact Ventures/LGT Venture Philanthropy

June 2017



LGT Impact Fellowship 2017 – Impact Report

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Brett Austin Cooper (Rwanda)

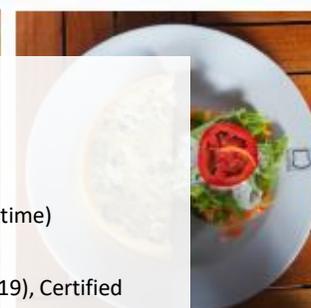
Host organization: Brioche, Ltd.

Fellowship role: Finance and Strategy Manager

Fellowship duration: July 2016– June 2017 (Full-time)

Degree and Certifications: Masters of Business Administration (BerkeleyHaas, Expected May 2019), Certified Public Accountant (CPA), Level II CFA

Professional experience: Brett is a professional with deep experience in early and growth stage company valuation, financing, operations, and strategy.



Summary

Drawing on his educational and professional backgrounds, Brett developed the accounting, finance, and procurement departments of Brioche and introduced reporting tools that allowed for data-driven insights and actionable observations. These tools allowed for the analysis and refinement of both the company’s existing operations as well as its growth strategy.

Overview of Brioche

- Brioche, Ltd. is a Rwandan company established in 2013. The company operates as a regional boutique coffeeshop/restaurant chain and bakery and pastry wholesaler, it creates unique experiences for its retail clients and delivers tailored high value products to its “business to business” segment.



Business Segments

- **B2C:** The business to consumer channel contains four full-service cafes in Kigali, Rwanda, as well as one full-service restaurant and a kiosk in Nairobi, Kenya.
- **B2B:** The company's business to business segment sells to hotels, catering companies, as well as other coffee shops across East Africa.

“My experience as an LGT Impact Fellow...

was a transformative experience. I am sure that the challenges, triumphs, and learnings will not only serve me now, but will also act as the foundation for the rest of my career”

- Brett

Brioche’s challenges

Brioche began rapid expansion in 2015, expanding its presence in Rwanda as well as entering the Kenyan market.

However, without the proper personnel, systems, procedures, and tools, the company was unable to analyze their performance and optimize their operations.



Opportunity for an ICats Fellow

Brioche needed to develop and formalize their accounting, finance, and procurement departments and also needed tools to leverage their data to make actionable insights and support growth strategy.

Brett's achievements ...



...contributing to Brioche's operational improvements and future growth



- Developed the accounting department of Brioche through operational execution, recruitment, drafting of manuals and procedures, training of staff, and implementation of new software
- Leveraged disparate sources of data to create key performance indicators, analyses of various operating cycles, and actionable insights
- Ensured compliance for finance, human resources, and other statutory obligations with various entities in Rwanda and Kenya; created systems and procedures to allow for continued compliance

- Oversaw and overhauled the procurement functions and department; analyzed and optimized the company's supply chain through various new efforts including the importation of raw ingredients by sea and ground instead of airfreight
- Worked with senior management to refine growth strategy by analyzing markets, performing competitive analyses, and creating and implementing execution plans for the rollout of a new retail sales model

Brett's next challenge

Brett will begin the MBA program at BerkeleyHaas in August 2017 and will be pursuing roles to support young enterprises in East Africa both during and after his MBA.

"Brett has been a tremendous asset for Team Brioche. Thanks to Brett's work, Brioche will be able to save quite some money and have better insights in its operations. Brett leaves a legacy for Brioche to grow and scale."

*Alice Van Mierlo, CFO
Brioche, Ltd.*