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CareNX: Business Model Innovation (Executive Summary)

Varsha Kalavar

Jess Recchi

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Executive Summary

As CareNX expands, it seeks to evolve its business model. Currently, this has been funded mainly by corporate social responsibility grants, but this is not financially sustainable, and the enterprise seeks to diversify its revenue sources.

A research team from Santa Clara University analyzed CareNX's current business model and formulated recommendations to support geographic and product scaling. Through 68 interviews with mothers, community health workers, and hospital administrators in four states in India, Jess Recchi and Varsha Kalavar analyzed the intersection of private and government sectors in the delivery of maternal health care.

Public-Private-Partnerships have the potential to improve maternal health care by combining government, for-profit, and nonprofit resources and maternal health management systems. Adapting a Public-Private-Partnership to collaborate with government entities is a key strategy for CareNX to transition from dependency on short-term grant funding to new forms of revenue, and this provides a pathway to easily scale across India through the government.

This internal document provides three different strategies for CareNX to approach a Public-Private-Partnership, including partnering with an NGO, entering a Tri-Party-Partnership, and partnering with the government. Recchi and Kalavar have outlined advantages and disadvantages for each of these strategies.



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Miller Center for Social Entrepreneurship
500 El Camino Real, Santa Clara, California 95053-0639
408-551-6043 | www.scu.edu/millercenter | millercenter@scu.edu