REPORT 2023



BETTER IMPACT



IT ALL ADDS UP

THE POWER OF MULTIDIMENSIONAL IMPACT

VILLGRO IN NUMBERS

2001

387

ENTERPRISES INCUBATED

87

WOMEN-LED ENTERPRISES

>8,000

DIRECT JOBS CREATED

>20.8 MILLION LIVES IMPACTED

> ₹ 1 7 BILLION INVESTMENTS

A GROWTH STORY

At Villgro, we believe that nurturing innovators and rural entrepreneurs leads to prosperity and wealth creation. Core to our work is the tenet that market-based models are a powerful way to solve social problems and create impact at scale.

WE FIND WAYS TO MAKE INNOVATIVE SOCIAL ENTERPRISES BECOME MORE IMPACTFUL.

It is the driving force behind all our strategies and interventions. We maximise the potential of these enterprises through our customised, hands-on approach to incubation. By channelling resources, expertise and networks, we help them become financially viable and operationally feasible, and guide them through the challenges of building a sustainable world in an equitable and inclusive manner.

Over the last 22 years, we have significantly enriched India's impact ecosystem and contributed to the country's sustainable development by creating scalable ventures, influencing policy decisions, and showcasing the economic viability of purpose-driven businesses.

OPERATING IN THREE SECTORS

Villgro operates at the intersection of innovation and impact across three sectors: **agriculture**, **climate action and healthcare**.

We back enterprises that are financially viable, have scalable operating models and can create impact at scale.



Villgro helps inventors and innovators working with underserved communities to get capital and access to markets. We maximise their potential by building disruptive solutions through our customised approach to incubation, innovative partnership models and financing solutions.

OUR FOCUS AREAS



AGRICULTURE

FOOD SECURITY

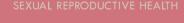
reducing pressure on Land &water



HEALTHCARE

MENTAL HEALTH

SCREENING AND DIAGNOSTICS





CLIMATE ACTION

CLEAN ENERGY

SUSTAINABLE MOBILITY

VALUE FROM WASTE



THE ART OF MEASURING IMPACT

What sort of an impact does an enterprise have on ground? How many lives does it empower? Are there many different dimensions to the impact? What is Villgro's role throughout the process? To answer such questions, we realised it is imperative to be able to measure impact accurately.

We built a unique multidimensional impact measurement methodology that captures the impact made across social, infrastructure and environment. A framework that gives us a comprehensive picture of the real impact.

It allows us to measure the impact of innovations across multiple dimensions and from different perspectives. It steers enterprises towards operational excellence, substantiates their social impact and helps them capture the tangible benefits of their work.

The impact measurement methodology helps us perpetuate a virtuous cycle where the better understanding of data, the impact being created and the new business opportunities feed off each other. Above all, it is a part of Villgro's continuous journey to be better, and therefore is seamlessly integrated into all our operations.

GOOD IS IN THE DETAILS

Last year, our impact measurement methodology helped us understand the multiple dimensions of impact across social, infrastructure and environment. The better data we captured provided us with a platform to enable a more detailed analysis of our impact.

This year, the methodology led us to three key trends that were the result of capturing the multidimensional data across all the enterprises. It showed us how the enterprises we support are making a difference in nuanced and multidimensional ways.

A smart measurement tool can play a big role in bridging the gap between working towards innovation and realising the impact.

BETTER DATA

SOCIAL ENVIRONMENT INFRASTRUCTURE

BETTER IMPACT

THE THREE TRENDS





CREATING A
GREENER ECONOMY



ENHANCING HEALTH INFRASTRUCTURE

IMPACT ACROSS SECTORS

Villgro engaged with 52 enterprises in three sectors.



IMPACT OF INNOVATION

In our portfolio of 52 enterprises:

ACCESSIBILITY

85%

REACHED GEOGRAPHIES WHERE SIMILAR PRODUCTS OR SERVICES WERE NOT AVAILABLE.

AFFORDABILITY

52%

MADE SOLUTIONS THAT WERE CHEAPER THAN ALTERNATIVES AVAILABLE IN THE MARKET.

TIME

42%

PROVIDED FASTER RESULTS FOR THEIR USERS.

QUALITY

27%

HAD BETTER QUALITY SOLUTIONS TO ALTERNATIVES IN THE MARKET.

LIVELIHOOD GENERATION

29%

ENHANCED THE EARNING POTENTIAL OF THEIR CUSTOMERS AND USERS.

INPUTS FROM VILLGRO



TOTAL 658



MENTORING HOURS

ONE-ON-ONE SESSIONS WITH INDUSTRY EXPERTS

TOTAL 335

67.5 133	134.5
----------	-------

AGRICULTURE HEALTH

CLIMATE ACTION

TECHNICAL ASSISTANCE

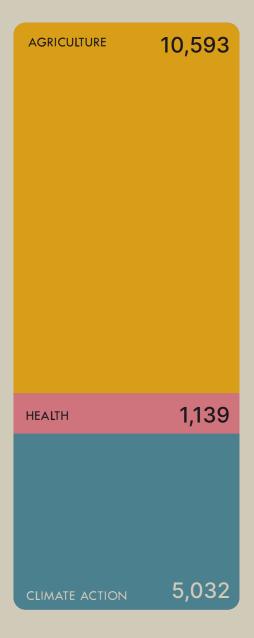
HELP IN AREAS LIKE PRODUCT DESIGN, LEGAL SUPPORT, MARKETING, ETC. TOTAL INITATIVES 44



4 AGRICULTURE

25 HEALTH 15 CLIMATE ACTION

FINANCIAL IMPACT



3,220 **AGRICULTURE HEALTH** 1,595 190

16,764

REVENUE
(₹ LAKHS)

5,005
FOLLOW ON FUNDS

IMPACT BY GEOGRAPHY

 ★ AGRICULTURE CLIMATE ACTION

IMPACT BY GENDER







MALE FOUNDERS FOUNDERS





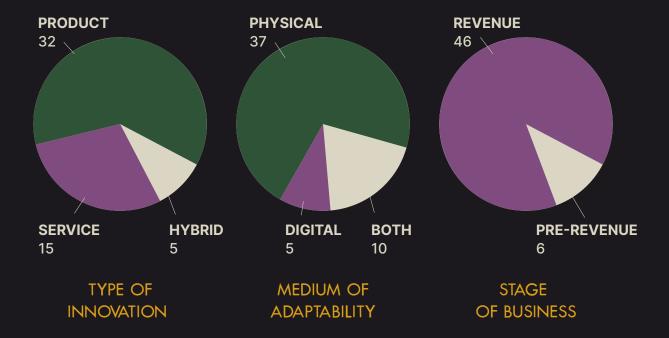


CLIMATE ACTION | 24



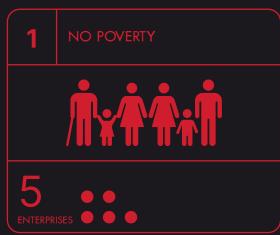
IMPACT BY INNOVATION

TOTAL ENTERPRISES 52



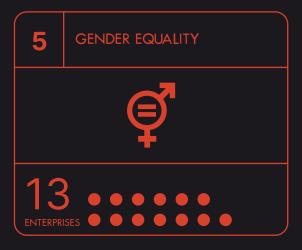
IMPACT BY SDGs

SDG NO. SDG NAME





SDG NO. SDG NAME





SDG NO. SDG NAME

7 AFFORDABLE AND CLEAN ENERGY



8 DECENT WORK AND ECONOMIC GROWTH



SDG NO. SDG NAME

SUSTAINABLE CITIES AND COMMUNITIES



8
• • • •
ENTERPRISES • • • •

12 RESPONSIBLE CONSUMPTION AND PRODUCTION



25

13 CLIMATE ACTION



LARGE REACH.

LARGER IMPACT.

With over a quarter of a million lives empowered, more than ₹16,000 lakh in revenues and over ₹5,000 lakh in follow-on funding, the overall impact numbers for this year reached new heights. This validates the immense value of the multidimensional approach to impact measurement.



TOTAL LIVES REACHED

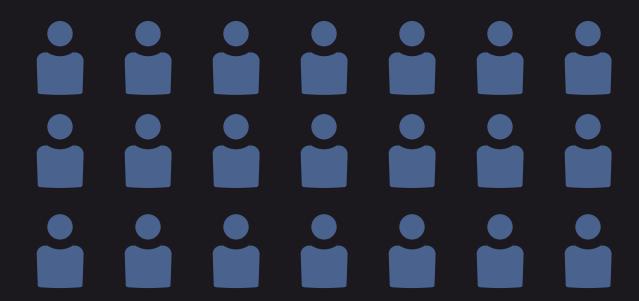
2,61,458

END USERS

DIRECT JOBS

1,015 2,028

INDIRECT JOBS



THE THREE TRENDS IN ACTION

Villgro's inputs across the sectors led to the emergence of three key impact trends: building resilient livelihoods, a greener economy, and a more robust health infrastructure.



EMPOWERING LIVELIHOODS

ACCESS TO AGRICULTURAL INPUTS IMPROVED ACCESS TO QUALITY FODDER IMPROVED SUSTAINABLE LIVELIHOODS



CREATING A GREENER ECONOMY

PROMOTING CIRCULAR ECONOMY ENABLING CLEAN ENERGY REDUCING PRESSURE ON LAND AND WATER



ENHANCING HEALTH INFRASTRUCTURE

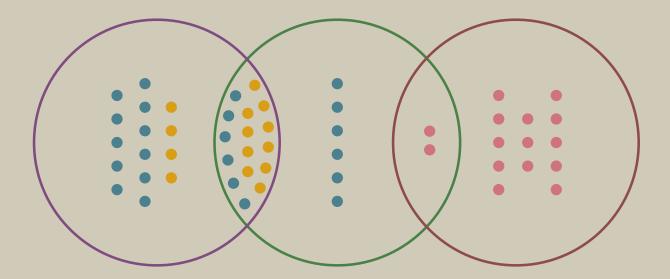
SUSTAINABLE MENSTRUAL HYGIENE PRACTICES ACCESS TO
QUALITY
MENTAL HEALTH
SERVICES

ACCESS TO
IMPROVED HEALTH
DEVICES LIKE
SCREENING AND
DIAGNOSTICS

AWARENESS OF SEXUAL AND REPRODUCTIVE HEALTH

MULTIDIMENSIONAL IMPACT

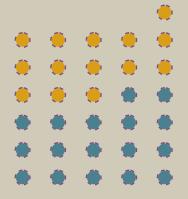
The impact was felt across trends with enterprises in agriculture and health sectors contributing to creating a greener economy (sustainable menstrual products that are environment-friendly, for example).

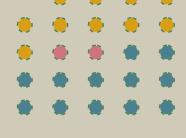














31 ENTERPRISES 24
ENTERPRISES

15 ENTERPRISES

IMPACT ACROSS THREE TRENDS









EMPOWERING LIVELIHOODS

The enterprises focused on creating innovative and sustainable products that prioritised marginal segments, particularly farmers and migrant labourers.

31
TOTAL ENTERPRISES

43 CLIENT ORGANISATIONS

22

21

FPO/ NGO/ SHG

OTHERS

AGRI-VALUE CHAIN

END USERS







JOBS CREATED

TOTAL JOBS 2,028

DIRECT
409
INDIRECT
1,619



BEYOND AGRI-VALUE CHAIN

END USERS



7,581 TOTAL



WOMEN



29.07%
MIGRANT
LABOURERS

JOBS CREATED

TOTAL JOBS 479

DIRECT
288

INDIRECT
191





CREATING GREENER ECONOMY

The impact was created across circular economy and clean energy. The enterprises also reduced the pressure on land and water.

24 TOTAL ENTERPRISES

PROMOTING CIRCULAR ECONOMY



ENABLING CLEAN ENERGY



REDUCING THE PRESSURE ON LAND AND WATER







1,732 million litres

WATER SAVED





HEALTH INFRASTRUCTURE

The innovations in healthcare helped build a stronger system that focused on a 360-degree approach covering menstrual hygiene, mental health, accessible health devices, and sexual and reproductive health.

15
TOTAL ENTERPRISES

2,04,257
PEOPLE IMPACTED



FEMALE **68.22%**

111 TOTAL JOBS



FEMALE **29.7%**

ALL ADDS UF

1,00,620

WOMEN WHO HAD ACCESS TO SUSTAINABLE DISPOSAL OF MENSTRUAL WASTE 11,382

WOMEN WHO HAD ACCESS TO SUSTAINABLE MENSTRUAL HYGIENE PRODUCTS



MENTAL HEALTH

21,250

STUDENTS WHO BENEFITED (ADOLESCENTS)

110

COUNSELLING SESSIONS



ACCESSIBLE HEALTH DEVICES

42,653

PEOPLE IMPACTED BY THE INNOVATIONS

32,263

PATIENTS DIRECTLY DIAGNOSED

776

USER TRIALS 195

CLIENT ORGANISATIONS



SEXUAL AND REPRODUCTIVE HEALTH

26,933
PEOPLE IMPACTED

1,511 CONSULTATIONS

1,419
COUNSELLING SESSIONS

IMPACT ON GROUND

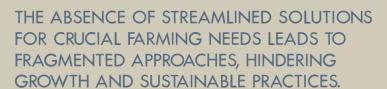
CASE STUDIES

BHARAT KRUSHI SEVA

MACRICULTURE

DIGITAL AGRICULTURE FOR BETTER PRODUCTIVITY AND EFFICIENCY

THE PROBLEM



The lack of digital integration further restricts the farmers and impacts their ability to cater to a diverse range of customers.

Corporate clients in the agricultural domain also struggle with fragmented data sources, leading to lack of visibility into farming activities and limiting informed decision-making.



BHARAT KRUSHI SEVA'S PLATFORM IS DESIGNED TO EMPOWER EVERY STAKEHOLDER IN THE AGRICULTURAL ECOSYSTEM.

Its climate-smart agriculture approach provides tailor-made data-driven solutions that enhance efficiency, productivity and sustainability.

FOR FARMERS

Bharat Krushi Seva offers a digital ecosystem that provides personalized advisory services, climate-specific calendars, and access to high-quality agri-inputs.

FOR CORPORATE CLIENTS

The enterprise provides a centralized platform with end-to-end traceability and real-time insights into farming activities.

SAGAR AUTI VEGETABLE FARMER NASHIK, MAHARASHTRA

Bharat Krushi Seva's services like weather alerting system and satellite field inspection were very beneficial to me. I was able to increase my production by 30-40% over the previous year thanks to the Bharat Krushi Seva team.



THE CHALLENGE

Bharat Krushi Seva needed to establish a seamless digital connection in rural areas, where internet connectivity can be inconsistent.

The enterprise also had to convince traditional stakeholders about the benefits of adopting digital solutions.

VILLGRO'S SUPPORT

Villgro helped Bharat Krushi Seva refine its business model, formulate a market entry strategy and forge partnerships within the agriculture ecosystem.

The collaborative approach by Villgro facilitated the evolution of the enterprise into a robust and impactful agri-tech platform.

THE IMPACT

18,150

END BENEFICIARIES





RAJU TAGARE, OWNER KRUSHIDHAN KRUSHI KENDRA SOLAPUR, MAHARASHTRA

On Bharat Krushi Seva's platform, I was able to liquidate my inventory and also generate a significantly higher number of orders per day compared to the previous year, leading to substantial growth in my overall business.

URDHVAM

RECHARGING GROUNDWATER USING ROBOTICS AND THE INTERNET OF THINGS





THE PROBLEM

India is the largest user of groundwater in the world with an estimated consumption of 230 cubic kilometres, over a quarter of the world's total. More than 60% of irrigated agriculture and 85% of drinking water supplies are dependent on groundwater.

TODAY, AN INCREASING NUMBER OF AQUIFERS ARE REACHING UNSUSTAINABLE LEVELS DUE TO EXPLOITATION.

While rainwater replenishes surface water, it is not sufficient to recharge deeper aquifers resulting in water shortages in borewells.

THE SOLUTION

URDHVAM'S BORE CHARGER USES ROBOTICS AND IOT TO HARVEST RAINWATER FROM SHALLOW AQUIFERS AND STORE THEM IN DEEP CONFINED AQUIFERS.

The unique patented process has the potential to revive existing, failed and low-yielding borewells. This highly sustainable recharge system is very easy to set up and doesn't require any construction, space, or surface water source.

The solution increases the rainwater recharge of a borewell by 2 - 20 times and improves bore yield by up to 60 lakh litres. It also results in longer life for the borewells and better quality water.





THE CHALLENGE

The BoreCharger needed a decentralised business model strategy; one that could scale and also reach new geographies.

VILLGRO'S SUPPORT

Villgro's provided support for product development, go-to-market strategies and follow-on fundraising.

We also helped the enterprise complete an impact study and a peer review of its borewell recharge solution. Urdhvam was able to automate its innovation and make it more affordable, user-friendly, scalable and franchise-able.

THE IMPACT

31,863END BENEFICIARIES





ARUN PATIL, FARMER
DHASKEBARDI VILLAGE, JALGAON DISTRICT
MAHARASHTRA

The Urdhvam team is like a jal-doot (water saviour). The Bore Charger has made sure that I get enough water for my subabhul (river tamarind). The work done by Urdhvam will be beneficial for many farmers like me.

BHARATROHAN

TECH-ENABLED, AGRI-VALUE CHAIN SERVICES FOR FARMERS





THE PROBLEM

FARMERS DON'T HAVE ENOUGH INFORMATION ABOUT CROP AND SOIL HEALTH AT THE RIGHT STAGE OF PLANT GROWTH, AND THIS LEADS TO CROP LOSS AND INCREASED INPUT COSTS.

They are also not linked to the market and lack advisories, resulting in distress sales, poor quality of produce and reduced income.

THE SOLUTION

BHARATROHAN'S TECH-ENABLED INTEGRATED AGRI-VALUE CHAIN SERVICES INCLUDE DRONE-BASED FARM ADVISORIES, QUALITY INPUTS, POST-HARVEST PROCESSING, QUALITY ASSURANCE AND MARKET LINKAGE.

CROPASSURE

A service that provides drone-based imaging technology for early predictions and forecasts on pest and disease attacks to prevent losses.

SOURCEASSURE

A traceable supply chain solution for large buyers that enables farm-level traceability, residue-free procurement, and insights into farm activity at every stage.

THE CHALLENGE

BharatRohan needed working capital to drive the sales cycle of the produce procured from the farmers.

The enterprise was also looking for a strategy to establish relationships with large buyers.



LUV KUMAR, FARMER BARABANKI, UTTAR PRADESH

The BharatRohan team is like family and they partner me during every crop season. I was able to increase the yield of Mentha Oil from 60 kg to 85 kg per acre and the Menthol content from 66% to 74%.

The Villgro-Caspian Credit Access program raised a debt of ₹25 lakh that enabled BharatRohan to scale their supply chain operations and go on to raise further capital.

Villgro also provided mentorship assistance to support go-to-market strategies, and made introductions to potential buyers.

THE IMPACT

8,600FARMERS REACHED

24,000

ACRES UNDER
SUSTAINABLE CULTIVATION



AVISHEK GUPTA, CEO CASPIAN DEBT

Villgro's references acted as a proxy for the strong quality of the enterprise. The risk-sharing arrangement enabled incentive alignment between the two organisations.

ZERUND

FIGHTING CLIMATE CHANGE, BRICK BY BRICK





THE PROBLEM

In the construction industry, the conventional red brick manufacturing units produce

ALARMING LEVELS OF CO2 EMISSIONS.

THERE'S ALSO A LACK OF CRACK-RESISTANT LIGHTWEIGHT BRICKS,

a critical requirement for enhancing construction durability.



ZERUND OFFERS AN INNOVATIVE SOLUTION IN THE FORM OF PLASTIC EMBEDDED LIGHTWEIGHT BRICKS.

These revolutionary bricks are designed to be eco-friendly, lightweight, cost-effective and remarkably crack-resistant.

The underlying technology blends waste plastics, fly ash, sand, water, cement, lime, gypsum, and organic chemicals to craft bricks with a commendable 4MPA compressive strength.

The bricks display a negative carbon footprint, with each kilogram of brick effectively avoiding more emissions than it generates.

THE CHALLENGE

Zerund needed to ensure awareness of its novel construction material to gain widespread market acceptance.

The enterprise had to scale up from a local presence in Assam to other states. And also find consistent supply of waste plastics for the production process.





Zerund received an initial funding support of ₹15 lakh.

Villgro helped Zerund establish a dedicated in-house material testing laboratory, and provided strategic planning to facilitate business expansion into new states.

Villgro's mentorship and network also offered Zerund access to experts, investors, and collaborators.

THE IMPACT



₹ 1.16 LAKH

INCOME DISTRIBUTED TO WASTE PICKER (OVER 1 YEAR)



ANOOP NAMBIAR, COUNTRY DIRECTOR (INDIA)
TERWILLIGER CENTER FOR INNOVATION IN SHELTER,
HABITAT FOR HUMANITY INTERNATIONAL

Zerund has shown great promise with their technology, by supplying bricks to build 400 homes for the Assam Government under the PMAY program. The team has demonstrated commitment to ensuring quality and meeting green norms with the establishment of an in-house laboratory as well as with the GreenPro certification.

PADCARE LABS

THE WORLD'S FIRST MENSTRUAL HYGIENE MANAGEMENT SERVICE



THE PROBLEM

Sanitary pads take over 800 years to decompose and more than 121 million Indian women use them.

CURRENTLY, THE ONLY SCIENTIFIC METHOD TO DISPOSE OF SOILED SANITARY WASTE IS INCINERATION WHICH IS EXPENSIVE TO BUILD, OPERATE, AND MAINTAIN.

There's also the high risk for unprotected sanitation workers: Over 4 million waste pickers in the country struggle to lead their lives with basic dignity.

THE SOLUTION

Padcare provides a Menstrual Hygiene Management service to B2B corporates, institutions, and urban local bodies.

THE SOLUTION COMPLETES THE LOOP OF THE MENSTRUAL HYGIENE ECONOMY BY GENERATING HARMLESS, RECYCLABLE OUTPUT OUT OF SOILED PADS.

The enterprise introduced the world's first automated AHP processing and recycling system. It uses Padcare's patented 5D technology to break down absorbent sanitary waste into two by-products: cellulose and plastic.



THE CHALLENGE

Padcare needed to generate leads and create awareness about sustainable menstrual hygiene facilities.

The enterprise also wanted to create greater transparency and customer loyalty through eco-labelling and other eco-focused marketing strategies.

Villgro gave Padcare strategic and financial support of up to ₹10 lakh under the Yash Entrepreneurs Program.

We helped Padcare implement a pilot Menstrual Hygiene Management project to establish a proof of concept for Padcare's technology and provided technical guidance for conducting a comprehensive Life Cycle Analysis assessment.

Villgro also gave Padcare access to commercial databases to generate valuable business leads.

THE IMPACT





1,42,120SANITARY PADS RECYCLED





6,276^{KG}

CARBON CONSERVATION



JOHNS HOPKINS PROGRAM
FOR INTERNATIONAL
EDUCATION IN GYNECOLOGY
AND OBSTRETICS

Pash Entrepreneurs Program played a pivotal role in empowering Padcare to achieve its transformative goals in menstrual health. The program exemplifies how collaboration between visionary organizations can drive change at the grassroots level, improving access to vital health solutions.

BLISS PADS

A WIN-WIN FOR FEMININE HYGIENE AND THE ENVIRONMENT





THE PROBLEM

INDIAN WOMEN FACE MANY CHALLENGES ACCESSING PROPER SANITATION AND HYGIENE FACILITIES, PARTICULARLY MENSTRUAL HYGIENE.

The current options such as menstrual cups, cloth pads, and organic cotton pads have their limitations and may not be suitable for all women due to various reasons.

There is an urgent need for a solution that offers more access, convenience and comfort, while also being sustainable.

THE SOLUTION

BLISS PADS BECAME THE FIRST IN THE WORLD TO PROCESS THE STEMS FROM THE KENAF PLANT TO MAKE FEMININE HYGIENE PRODUCTS.

Kenaf fibre is a very sustainable fibre that grows without water and absorbs CO₂.

This patented technology is highly cost-effective, almost three times lesser than competitors. It is biobased, certified, toxin-free and degrades within 6-12 months.

It is also highly absorbent, very easy-to-use and dispose and doesn't cause any health problems.

THE CHALLENGE

Bliss Pads needed to stand out in a market dominated by many established brands.

It had to convince customers to switch to an eco-friendly option, a difficult task with a sensitive product.



Villgro provided Bliss Pads strategic and financial support of up to ₹10 lakh under the Yash Entrepreneurs Program.

We also helped the enterprise with a rebranding exercise, diversified market strategies and sponsorship marketing.

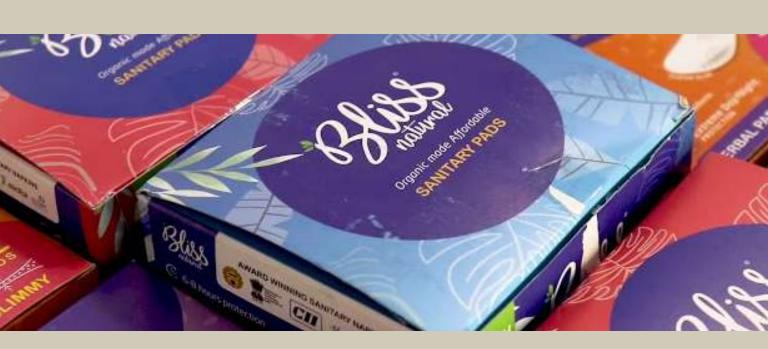


45,57,840

MENSTRUAL PADS SOLD







AMAZON REVIEW

I tried a lot of napkins and I think this one is a very simple, effective and useful product. It keeps the body and skin comfortable and my skin doesn't itch anymore.

APPENDIX A

LIST OF COMPANIES BY SECTOR

SECTOR

AGRICULTURE



HEALTH



CLIMATE ACTION NAME OF COMPANY

AANA CROP

BHARAT KRUSHI SEVA

BHARATROHAN

KRIMANSHI

CULTY VATE

KRITSNAM TECHNOLOGIES PVT LTD

EKATVAM INNOVATIONS

BANDHU

CARBONCRAFT

CHARZER

DD SOLAR

ECOWRAP IMPACT PVT LTD

GREENJAMS

GREENWEAR

HAMARA GRID

HYDROGREENS

LA DAA ATECH

KHETHWORKS

A MELIODATE D

AMELIORATE BIOTECH PVT LTD

arnam impact pvt lte

GETINTIMACY

BLISS PADS

INTIGNUS BIOTECH PVT LTD

IANITRI

KOZHNOSYS PVT LTD

PADCARE LABS

MYHARVEST FARMS

OCCIPITAL

ONGANIC FOODS PVT LTD

OSCILLO MACHINES PVT LTD

RAAV

URDHVAM

ZOOFRESH

KISSAN DHARAMBIR

MODCAVE SHELTER TECH PVT LTD

MUDITA & RADHESH

NAVANC

NEW LEAF

RAHEJA SOLAR

RESHAM SUTRA

.....

S₄S

STRAWCTURE ECO

ZERUND

PINKY PROMISE PVT. LTD

SPOTSENSE

STANDWESPEAK

SUNFOX TECHNOLOGIES

HATMATE

UVI HEALTH

YOSTRA

APPENDIX B

VILLGRO IMPACT INDICATORS ALIGNED TO IRIS METRICS

IRIS METRIC CODE	IRIS METRIC	NO. OF SECTORS
016912	Land directly controlled - Sustainably managed	1
Ol2444	Permanent employees - Female	3
Ol4862	Greenhouse Gas Emissions reduced	2
OI7920	Waste reduced	2
P5786	Water Saved from products sold	1
PD6424	Target Stakeholder Geography	3
PI2764	Greenhouse Gas Emissions Avoided	2
PI2998	Individuals trained - Total	1
PI4060	Client Individuals - Total	1
PI6372	Client Individuals - Smallholder	1
PI6652	Client Individuals - Rural	1
PI6796	Land indriectly controlled - Sustainably managed	1
PI6894	Client Organisations - New	1
PI8330	Client Individuals - Female	1
PI9652	Client Organizations - Total	3
PI9991	Supplier Individual - Smallholder	1

FUTURE IMPACT

For us, impact assessment is a bridge that connects innovative ideas to tangible, real-world solutions. We are now eager to strengthen our impact ecosystem further. We have identified nine platforms that will form the foundation of our impact-driven initiatives for the next year along with focused blended financing and comprehensive go-to-market strategies. We look forward to working with our partners and stakeholders as we continue on our journey of creating better impact and making meaningful change.

Help us write a better story.
Contact us at impactmeasurement@villgro.org

SUPPORTERS & PARTNERS











































If you are a funder in Healthcare, Agribusiness or Climate Action, do reach out to us at **partnerships@villgro.org** so that we can make innovative, impactful businesses succeed.