

2022

ANNUAL REPORT & COMMUNITY UPDATE



JoyCorps

Dear friends,

When we talk about building businesses that are better for the world and better for people, we mean coming alongside entrepreneurs who want to move closer to a redemptive edge with their businesses.

Many businesses in this world are exploitative in nature. They are driven by an “I win, you lose” mentality and take an extractive approach toward the world and toward people. We have all seen the devastating effects of this. Fortunately, many leaders are moving toward an ethical approach to business, which seeks win-win solutions. We at JoyCorps celebrate this and seek to root ourselves in the ethical space.

But we think there is a third horizon possible. The redemptive approach to business is defined as creative restoration through sacrifice, or taking a posture of looking out into the world, seeing what’s broken, and being willing and able to bring entrepreneurial, creative agency to bear on that challenge. The vision is to see what has been broken restored to its rightful place, and being willing to make sacrifices in order to do it.

We work with entrepreneurs who are willing to do this. Who are already doing it. We walk alongside them on the journey, helping them to battle exploitative tendencies within and without, encouraging them to root themselves in the ethical space, and equipping them to journey

increasingly toward the redemptive edge across all three dimensions of their businesses: the What, the How, and the Who. The What refers to a business’s strategic vision, the How to its operations, and the Who to its leadership. We believe that who the leader is and who they are becoming will almost certainly externalize itself in the operations and strategy of the business. So while it’s critical to help build strong businesses, building strong leaders is most important to us.

The primary way we do this is through the JoyCorps Fellowship, but in the pages of this report you will read about new programs we’ve launched in 2022, each with the goal of developing strong, redemptive business leaders across India, through our Fellowship and beyond. We have seen that as leaders and businesses thrive, the communities around them are blessed.

Thank you for supporting this vision.

Sam Parakkal,
Executive Director



Our mission

*JoyCorps partners with entrepreneurs
in emerging markets to build businesses
that are better for the world
and better for people.*

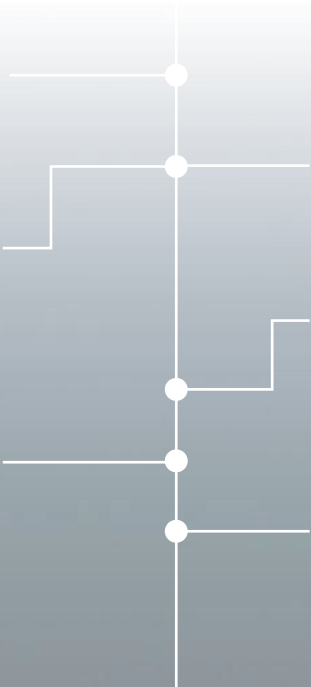


2022 IN REVIEW

FEBRUARY: We welcomed fellows from seven new ventures located across India into our second cohort (see pp. 8-9).

MARCH: We hosted our Business Reimagined Summit in Mussoorie, India (see pp. 14-15).

SEPTEMBER: We launched our Joy-Corps Studio to offer consulting services to values-aligned organizations (see pp. 16-17).



MARCH: Fellows from six ventures making up our very first cohort graduated from the Fellowship.

AUGUST: We graduated from Praxis Academy with a license to host Local Labs in India (see p. 19).

OCTOBER: We hosted our largest-ever Business Reimagined Summit in Neemrana, India (see pp. 14-15).

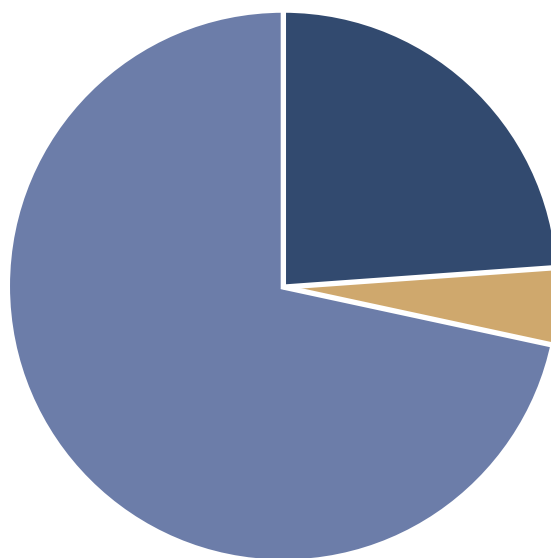
Throughout the year, our fellows had biweekly sessions with business coaches, regular virtual gatherings to discuss redemptive business practices, and meetings with specialists in a variety of areas.



Stewarding the Resources Entrusted to Us

Stewardship and transparency are important to us. We consider it a joy to partner financially with many of you in this work and a privilege to have mutually beneficial relationships, using your gifts wisely while carrying out our mission. Please don't hesitate to reach out if you'd like more information regarding the use of our finances.

72%
Program Expenses
Fellowship, Coaching,
Summits, Studio



24%
Overhead
Operations, Administration,
Capacity Building

4%
Community
Education, Childcare,
Relief

BEGINNING BALANCE

\$120,466

TOTAL REVENUE

\$508,922

TOTAL EXPENSES

\$603,579

Our Portfolio

After three years of working with dozens of fellows from 19 ventures in India, Thailand and Sri Lanka, we are pleased with the growth of their businesses. We are especially proud of the redemptive impact our graduated and existing fellows are making. Below is a list of just a few of the initiatives our fellows are providing for their communities.

95

% Survival Rate

9

Active Ventures
(Current Cohort)

8

Active Regions

260+

Jobs Created

1.1m

\$ Total Revenue in 2022

84

% with Growing or
Sustained Revenue

249K

\$ Capital Placed

46

Jobs Created
in 2022

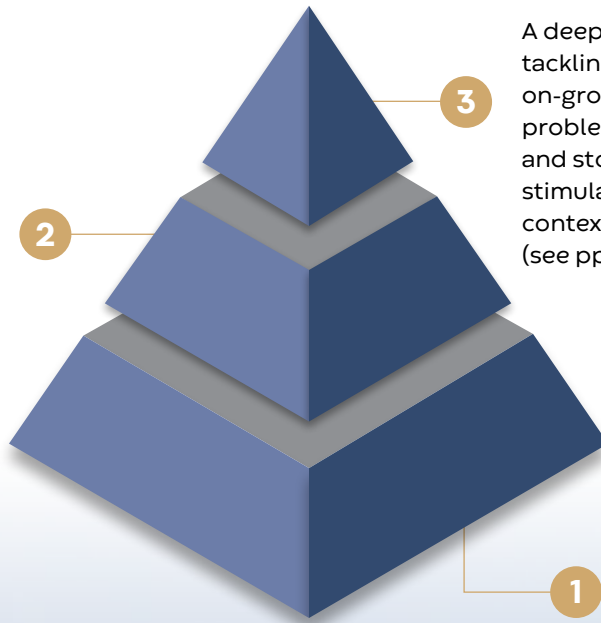
Redemptive Impact

- Education opportunities for adults who were not able to attend school
- Employment opportunities for women and other marginalized people
- Skills development initiatives
- Internships and job training
- Literacy and numeracy training for workers
- Education subsidies for hundreds of children
- On-site childcare
- Nutrition and health benefits
- Swimming and safety lessons for children in an ocean community

OUR WORK

JoyCorps Ecosystems

A regional engagement with established partners looking to build Local Labs to stimulate city-based ecosystems for new entrepreneurial ventures (see pp. 18-19).



JoyCorps Studio

A deep and systematic process of tackling complex problems with on-ground partners. Deploying a problem-mapping, prototyping and storytelling approach to stimulate change leading to context-appropriate solutions (see pp. 16-17).

JoyCorps Fellowship

Our core work that equips and establishes redemptive businesses in their locations to bring long-term redemptive change (see pp. 8-9).



the JOYCORPS FELLOWSHIP



We believe it's possible to reimagine business, but it's not easy. Working to solve local, regional or global problems through business comes at a cost: the work often requires more innovation, increased effort, and unique challenges to profitability. For the business leaders involved, it can be a difficult and sometimes lonely journey.

Our mission is to help bear that cost by providing an ecosystem of resources to help businesses grow: we call it the JoyCorps Fellowship. With a supportive community walking alongside them, business leaders can focus on developing creative solutions to spark positive change in the world.

We have designed our Fellowship program to take each venture through three phases over a two-year period, incorporating strategic coaching sessions that focus on practically developing each business's growth across its strategy, leadership, and operations, and maximizing its redemptive impact on the community where it operates.

Our previous cohort included ventures from across Asia, but when we launched our second cohort in 2022, we chose to focus on India, a culture and business context we are very comfortable operating within. With the majority of our staff based in India, we live in proximity to the fellows we serve. Our current cohort of fellows is operating nine redemptive ventures in a variety of industries that are located across the Indian subcontinent. Read more about them on pages 10-11.

1

ASSESSMENT PHASE:

- Intake Assessment (to measure baseline impact and business metrics)

2

FOUNDATIONS PHASE:

- Business Assessment
- Vision Deck

Planning for Phase 3

3

LAUNCH & GROWTH PHASE:

- Customer Development
- Operating Systems
- Financial Forecasts
- Market Research
- Branding & Digital Marketing
- Executive Coaching
- Legal & Financial Compliance
- Systems Development
- Growth Prep Coaching

TWO YEARS



Fellows have access to the following resources:



COACHING

Biweekly business mentoring and personal coaching



CONSULTING

Access to markets and specialists in branding, marketing, HR, product development and more



COMMUNITY

Monthly virtual gatherings and biannual in-person summits for networking and fellowship



CAPITAL

Opportunities for partnerships, grants and patient capital

“Being part of the JoyCorps Fellowship has been good for our business, for our community, and personally for us as business owners. We feel so encouraged to be part of a community that is for us and wants the best for our business. As entrepreneurs, it’s amazing for us to know we have a team behind us that is as excited as we are to see our business grow.”

—Graduated JoyCorps Fellow

OUR FELLOWS

The JoyCorps Fellowship is a group of carefully selected, visionary leaders who operate agrarian and small manufacturing businesses in India's emerging markets and who are committed to redemptive impact in their communities. Over the course of our two-year program, fellows benefit from Accelerator and Incubator services vital for growing a thriving business in a challenging environment.



GABRIELLA D'CRUZ
The Good Ocean

Located: Goa, India
Founded: 2019
Team Size: 2

The Good Ocean is a seaweed company selling wild harvested seaweed B-B to restaurants. Gabriella is an Oxford-educated marine conservationist working to protect the Indian seaweed forests with ethical harvesting practices while creating new supply chains that offer coastal communities better pay for their seaweed.



PREM KURIAN PHILIP
Unifield Enterprises

Located: Bangalore, India
Founded: 2018
Team Size: 11

One Field Farmers' Market is a retail store with a growing range of products sold to customers across Bangalore. The brand is owned by Unifield Enterprises, which seeks to support socially minded businesses by providing a distributing and marketing network for their products.



RAVI VIBHUTY
Mountstrie Agritech

Located: Dehradun, India
Founded: 2019
Team Size: 3

Ravi developed Smart Cold-Water Aquaponics, an efficient farming system resulting in substantially higher yields and better nutrients, all while using zero chemicals and a fraction of the water used in soil farming. This method enables farmers with even barren lands to grow crops, thus mitigating out-migration from rural areas. Ravi wants to revolutionize farming and is developing his patent.



DIPTI MRINALINI
Dipti Mrinalini Design

Located: Hyderabad, India
Founded: 2016
Team Size: 3 to 10

Dipti Mrinalini Design Studio is a slow fashion brand producing elegant products from the finest handcrafted Indian fabrics, sourced from rural weavers and craftsmen all over India. Dipti's goal is to ensure good quality, design and profitability without compromising on developmental outcomes for the communities involved.



CHRIS ADAMOW
Noor

Located: Srinagar, J&K
Founded: 2021
Team Size: 3 to 7

Chris and his local partner (not pictured for security), work with craftsmen in Kashmir to produce wood and papier-mache products that combine traditional Himalayan patterns with original modern designs. The venture is dedicated to continuing Himalayan artisan traditions while providing sustaining work for families.



JOSEPH PONRAJ
Grace Dairy

Located: Jharkhand, India
Founded: 2015
Team Size: 10

With its own dairy farm of over 40 cows, Grace Dairy ensures the supply of pure and fresh, raw milk directly to the doorsteps of over 100 customers. The venture aims to empower local tribal and Dalit communities, and to integrate the local community with the latest in technology to build a successful social business.



VARSHA LAMA
Khaspa Home Décor

Located: Dehradun, India
Founded: 2020
Team Size: 1

Khaspa Home Décor produces decorative macramé accessories and art. Varsha's aim is to fill people's homes with beautiful, eco-friendly products made by hand, and ultimately to create employment opportunities for women who have survived domestic violence.



JOSEPH ABHISHEK
Jubilee Restaurant

Located: New Delhi, India
Founded: 2021
Team Size: 7

Joseph grew up in a Dalit family and is familiar with the challenges of being a student in a new city. Jubilee Restaurant aims to serve students who are away from their homes for further education with good food at reasonable prices, and through this, to create employment opportunities for the out-of-work and marginalized labor force in Delhi.



SATYA CHAKRAPANI
Vets on Call

Located: New Delhi, India
Founded: 2022
Team Size: 2

In his work financing farmers to procure livestock, Satya noticed a trend: in the absence of veterinary services, many rural farmers lose their animals and their livelihoods to easily treatable diseases. Vets on Call provides professional, affordable and accessible veterinary services to farmers in North India through AI-enabled tele-medicine and data-driven application-based technology.



JOHN MATARAZZO
Vets on Call

Located: New Delhi, India
Founded: 2022
Team Size: 2

Vets on Call provides professional, affordable and accessible veterinary services to farmers in North India through AI-enabled tele-medicine and data-driven application-based technology. John has experience in agricultural value chains and works with Satya as the Business Head of Vets on Call.

Venture Feature:

Atmosphere Kombucha

Rebekah Sood (above left) and Ariella Blank were part of our first cohort and graduated from the JoyCorps Fellowship in 2022. The sisters grew up in Mussoorie, India surrounded by natural beauty and locally grown produce. With an appreciation for clean living, they both pursued careers in the wellness industry. Ariella became a certified nutritionist while Rebekah completed her university education in the US and worked as a head chef.

When the sisters returned to India after their studies, they recognized that women in India have fewer educational and employment opportunities. To address this problem with a sustainable solution, they wanted to start a business to employ women while promoting a healthy lifestyle. In 2018 they launched Atmosphere Kombucha, which produces gut-health-boosting products from artisan kombucha to kefir to vegan cheesecakes.

At present, the sisters have 14 women working for their women-only factory in New Delhi, mostly those who have not had access to jobs or education. Their goal is to teach useful skills and treat every employee with equal respect and dignity.

Atmosphere also has an internship program, allowing women to work each day from 9-12 and attend school in the afternoons.



"We have a lot of women on our team who didn't have a chance to finish school or pursue education," Rebekah said. "Not because they were unintelligent but because [life] didn't give them that option. What these women lack in degrees, they make up for 100% in grit, experience and gumption, and I have learned so much more from them and from my time as an entrepreneur than I did in school."

In 2022, the sisters were able to secure investment through their involvement with JoyCorps' networks. This enabled them to expand production to launch in the top 60 Starbucks stores in India. The business has seen 100% revenue growth year-on-year except during the pandemic, during which they were able to maintain their revenue. They hired six women last year and are looking to build a larger factory, which should be up and running by fall 2023.

In January 2023, Atmosphere Kombucha was featured on the popular reality TV show Shark Tank India (below, far right). The sharks were impressed that Rebekah and Ariella presented in fluent Hindi, and two of the sharks presented offers to invest in the business. While the sisters ultimately did not reach a deal, they are grateful for the experience and the exposure it granted to their business.



Venture Feature:

Himalayan Haat



Divya Chowfin Diedrichs and her husband, Stephen, were newlyweds when they moved to her family's farm in northern India in 2014. Divya's family had farmed the land for more than four generations, but the couple soon discovered there was no real market for the produce farmers grew on their mountain—it was either sold for a pittance, consumed by the family, or wasted.

Together with Divya's mother, Indira, they created Himalayan Haat, a business that increases income for farmers by turning the low-cost commodity of farm produce into high-value gourmet products such as preserves, sauces, juices, pickles, and herbal infusions, all made by hand in small batches.

More importantly, Himalayan Haat employs, trains and enables local village women to become financially independent. Rampant alcoholism among men in their rural mountain community leaves women highly vulnerable to abuse and neglect and often left to carry the burden of providing for their families, with little or no income opportunities. Steve and Divya now employ 23 village women full-time, though their dream is to employ four times that many.

"JoyCorps has encouraged us to continue being a people-centric business, defining our

growth in terms of job creation and not just efficiency," Divya said. "That kind of thinking is counter-cultural, but it's had a direct impact: we've added more women each year." In 2022 they added five more women, all of whom are now able to provide for their families.

In addition to being a driving force of socio-economic change in the area, the business's mission is to revive the practice of jungle farming to encourage the health of the land, which supplies spring water to 14 villages in the district. Steve and Divya use leaf mold from the forest to fertilize their crops, and fruit trees are planted in between oaks and wild trees. They educate local villagers about the sustainable use of the forests and other resources. (The Chowfin home and land is pictured on pp. 6-7.)

Himalayan Haat grew by 26 percent in 2022, growth that was largely fueled by access to grant funding, business coaching, and the branding and marketing services they received during their time in the JoyCorps Fellowship. They graduated in March, 2022.

JoyCorps has created a film featuring Himalayan Haat to share their work in the region and their efforts with forest preservation. Be looking for the film to release this year!



Every year, JoyCorps hosts in-person summits in India to provide our fellows the opportunity to experience community, encouragement, and inspiration. We invite guests from all over the world to attend – business leaders, investors and entrepreneurs, all pursuing a vision in which business is both creative and restorative.

Our summits are designed to be a safe space for conversations between those born into highly resourced economies and those with fewer resources, so that we can learn from one another on important topics that affect us all.

The agenda of each summit is slightly different based on the needs of the cohort, but it typically includes business training, deep dives, mentoring, branding and spiritual encouragement – all designed to equip, resource and refresh each entrepreneur in their work.

We also host monthly virtual gatherings for our fellows to discuss both practical and theoretical aspects of redemptive entrepreneurship. These gatherings provide an opportunity for our fellows to collaborate with like-minded peers and encourage one another on the challenging (and often lonely) journey of building redemptive ventures.

“As a small business owner, I was able to relate the topics to my work and learned ways to find solutions to my problems. I had a great experience, one that I will remember for a very long time!”

–JoyCorps Fellow

It was interesting listening to people talk about their journey to redemptiveness and how it’s not always about perfection but rather progression and growth. The summit gives incredible opportunity to engage and pick the group’s brains for ideas.

–Summit Guest

BUSINESS REIMAGINED





SUMMITS 2022

March 8 - 10, 2022

Mussoorie, India

This summit was bittersweet as we graduated our first cohort of entrepreneurs from six of the ventures that started with us in 2019. We had journeyed with them for more than two years and learned so much from them. At the same time, we welcomed our second cohort into the Fellowship, a group from seven new ventures. It was great to see these entrepreneurs interacting, sparking deep conversation and inspiration. We also hosted ecosystem guests representing established businesses in multiple industries across India. Their presence and wisdom added great value to our summit and to the fellows.

Sept. 28 - Oct. 1, 2022

Neemrana, India (pictured above and left)

Later in the year, we held our largest-ever summit in a truly unique and beautiful setting: a 15th-century fort-palace in Rajasthan. The theme of the gathering was "imagination." We gathered 50 people from all over the globe to imagine what the world could be like if businesses operated with a redemptive vision. We led panels, breakout groups, one-on-one mentoring sessions and activities designed to spark creative thinking, problem solving and inspiration. Our fellows benefited from engagement and practical support with guests, mentors, and other entrepreneurs.

Business Reimagined Summits 2023

April 27 - 28 (virtual) // October 11 - 14 (in-person, India)

Interested in attending? Contact us at info@joycorps.org to learn more.

the JOYCORPS STUDIO

The JoyCorps Studio is our out-bound consulting program launched in 2022 to serve other values-aligned organizations. Our studio will primarily employ a human-centered, Design Thinking approach (see more on Design Thinking at right).

For our pilot project, we have been working with two Nepali organizations that rescue and rehabilitate young women from trafficking both inside Nepal and the borders coming into India. Our clients want to design and deploy entrepreneurial approaches that will allow the women to stay out of the trade for good.

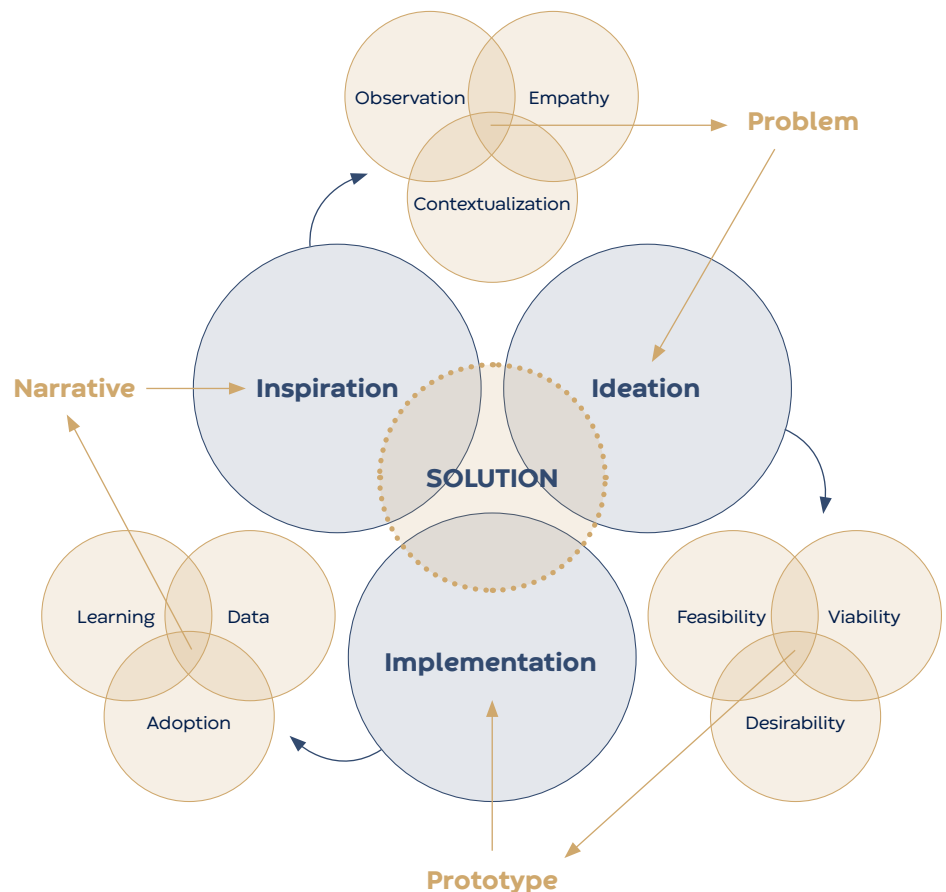
Last year we welcomed to our team Josie Mackenzie, a former JoyCorps fellow who founded a social enterprise in rural Sri Lanka and has a Master's degree in Design Thinking, a method of approaching "wicked problems," or those for which there are no clear solutions. Josie and our team member Luke Gilbert employ a Solution Thinking process (pictured at right) to define and understand wicked problems before they develop solutions for our clients.

Our first workshop with our clients involved mapping the journey of a girl being trafficked from her village in Nepal to a brothel in India, through her rescue and rehabilitation process, to her reintegration back into her village. We used engaging methods to visualize the process, how she might be feeling at each stage, and all of the people she would encounter. At the end, we recognized that the reintegration part is where each organization needs support, and that is where JoyCorps can come in.

The reintegration stage is critical, because if survivors are not able to reintegrate, they are at risk of being re-trafficked. Josie was able to

uncover the challenges to the reintegration process: the ages of the girls, levels of trauma, lack of support and training, fear of failure, the immediate need for economic relief, community challenges, social stigmas, and more. We narrowed our focus to growing and strengthening an ecosystem that supports daughters of Nepal as they return to their communities in a transformed, empowered state. Next, we will work with our clients to co-design a curriculum that works in their context, one that provides opportunities for young women to learn and gain skills and independence in formal employment.

Next in our pipeline is to work with a large, global organization to design out their food resiliency accelerator program for Africa and Asia. If you have questions or would like to support our Studio work in 2023 and beyond, please contact luke@joycorps.org.





What is a Wicked Problem?

First coined in 1973, the term refers to a problem that is extremely difficult or even impossible to solve because it has multiple variables, changing conditions, and conflicting opinions. A wicked problem has no clear-cut solution since there are too many factors to consider, and it's difficult to predict the outcomes of potential solutions. Examples of wicked problems include poverty, human trafficking, drug trafficking, human migration, the refugee crisis, climate change, homelessness, corruption, and more.

"Wickedness isn't a degree of difficulty. Wicked issues are different because traditional processes can't resolve them."

—Horst W.J. Rittel & Melvin M. Webber

Wicked problems are fundamentally sociocultural or political issues, which means they require both systemic and human-centric solutions. If a solution is to be found for a wicked problem, it requires multiple stakeholders to work together rather than a single group.

What is Design Thinking?

There are several methods for approaching wicked problems, but JoyCorps emphasizes Design Thinking: a creative problem-solving process that utilizes a human-centric approach. It is centered around understanding the human experience and involves the development of innovative solutions to meet the needs of people. Since Design Thinking puts human experience, empathy and experimentation first, it is especially useful for approaching wicked problems. The Design Thinking process involves:

1. Understanding the problem
2. Brainstorming potential solutions
3. Prototyping and testing those solutions
4. Refining and iterating as needed

Design Thinking is often used in conjunction with Systems Thinking, which is a nonhuman, "big picture" approach that aims to bring a completely non-biased view of both the problem and the solution. Systems thinking is useful for understanding and analyzing complex systems and identifying the root causes and structural factors that contribute to wicked problems.



CITY ECOSYSTEMS

In 2022 we began partnerships to build city ecosystems that support redemptive entrepreneurship in cities across India. Our fellowship program will continue to remain at the center of what we do: walking with a group of entrepreneurs over an extended period of time and investing deeply in each of them. But we also want to take advantage of the opportunity to spread the ideas and practices of redemptive entrepreneurship to a large number of entrepreneurs. In order to do that, we are partnering with city movements, first in Delhi and Mumbai and on from there.

City movements are groups of fellowships that come together and adopt their city, seeking its flourishing and blessing. They run a number of initiatives, from

supporting education and medicine and ecology to addressing homelessness. Entrepreneurship is one of their many initiatives, and they have chosen to partner with JoyCorps toward a vision of entrepreneurs operating redemptively in their cities.

After we introduce entrepreneurs to redemptive content during our Local Labs events (see more on p. 19), we will connect them with their local city movements, where they will benefit from being part of an ecosystem of mentors and founders.

We believe in local expressions of redemptive entrepreneurship, and sparking these kinds of city ecosystems will be foundational to growing the larger redemptive entrepreneurship ecosystem in India.





Local LABS

Last year we successfully completed the Praxis Ecosystem Academy and were granted a license to host Local Labs in India as part of our ecosystem building efforts.

Local Labs are intensive, weekend-long gatherings that introduce entrepreneurs to redemptive business principles. We plan to host four gatherings in 2023-2024, first in Dehradun, Delhi and Mumbai with Kolkata, Bangalore and Chennai to follow later.

Local Labs will be a critical way for us to grow our accelerator in India. As the top of our growth funnel (see p. 23), these Labs will be the entry point into the ecosystem we are building in India. They will be the primary way we will recruit visionary entrepreneurs to join our Fellowship, expanding our reach and deepening their impact in their communities.

Local Lab Itinerary

- | | |
|--------------|---|
| Day 1 | Welcome & Intros
Story Sharing |
| Day 2 | Intro to Redemptive Frame
Vision Presentations
Strategy Session
Operations Session
Mentor One-on-Ones |
| Day 3 | Leadership Session
Reflection & Synthesis |



LEADER Formation

In our work coaching redemptive entrepreneurs, we've seen that the greatest impact on a business's strategic vision and operations comes from the externalization of the leaders' values. In other words, how the leader is formed as a person has an outsized impact on the brands, narratives, products and services that a business puts out into the world. In addition, the internal culture of a business is significantly affected by what its leader values most.

This year we will partner with DAI, a recognized global organization that champions the formation of leaders, to take our fellows through a leadership development course. Our goal is to create a set of experiences that will allow leaders to be deeply formed in redemptive ways, spiritually and relationally. We believe that as business leaders learn, reflect on, and install formative practices in their lives, they will better resist the malformative narratives coming from the world around success, identity, money, and power.

Being formed in healthy ways will strengthen leaders to consistently externalize redemptive strategy and operations into their businesses, long after we have ended our engagement with them. And as leaders grow their businesses with these redemptive values, their communities will be blessed.

Our ultimate hope is to build an ecosystem of redemptive entrepreneurship in Asia, to spur the imagination of entrepreneurs for many years to come toward redemption and away from exploitation.



ASSESSMENT

We have always been serious about measuring our impact, but in 2022 we hired a team member to focus exclusively on assessment. We wanted our assessment process to be formative, not just about measurement and data gathering. Our priority is to create a process that genuinely creates positive impact for the fellows involved.

Erica D'Souza has a background working within organizations on impact measurement, and she helped us create a self-assessment process based on the redemptive business principles that form the basis of our Fellowship curriculum.

Rather than seeing "redemptiveness" as a goal to be reached, fellows are encouraged to identify their businesses as already redemptive but moving closer toward their goals in six areas.

Six Areas of Redemptive Impact:

1. **Products**
2. **Brands**
3. **Culture**
4. **Business Model**
5. **Partnerships**
6. **Ambition**

For each of these areas, Erica wrote four statements that capture ideal redemptive business principles. She then asked fellows to rate themselves according to their progress toward each statement, with examples and reflection. This helped them to think through where they need to make progress, as well as the challenges and roadblocks that might hinder that progress.

This process will be revisited throughout the Fellowship journey, and it is an excellent way to reinforce our fellows' engagement with content they are learning in the Redemptive Business playbook, at our summits, and during our monthly virtual gatherings.

The Assessment Format



Reflective self-assessment



Easy reminders of curriculum content



Tangible elements to help identify existing redemptive opportunities



LOOKING AHEAD

2023 and beyond

This year we have designed a funnel approach to our programming, which will enable us to have a broad impact on many entrepreneurs, as well as to go deep with a selected few.

We will cast our nets wide with our weekend Local Labs events, introducing 18 businesses in 3 cities to redemptive business content.

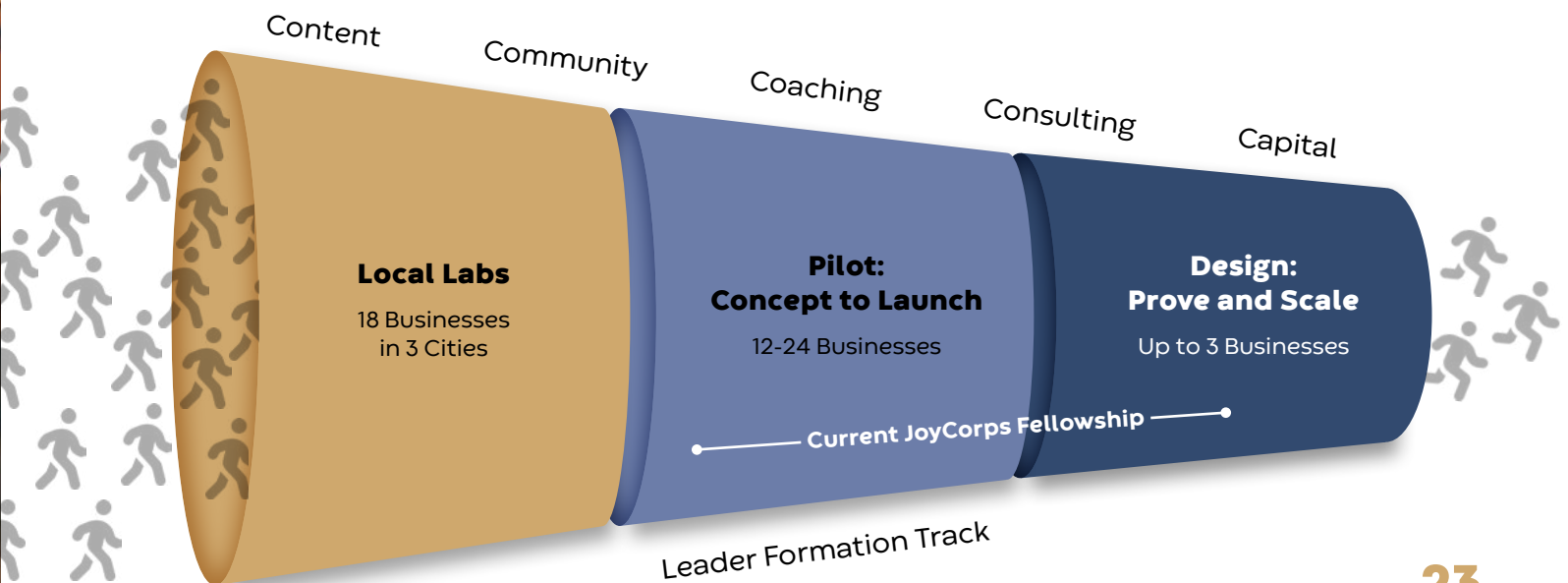
We will invite some of those businesses to go deeper with us, joining our community and gaining access to coaching and community.

Businesses that are ready to prove and scale will gain access to capital to grow their businesses.

2023 Conservative Budget

JoyCorps Fellowship	394,909
JoyCorps Studio	143,500
Praxis Contextualization	30,000
Local Lab Events	27,000
Leader Formation Track	24,000
Legal Costs	23,700
Community Development	15,100
Conferences	4,500
Film Project	4,000
Capacity Building	67,370
Operations	53,435
	\$787,514

2023 Program Funnel



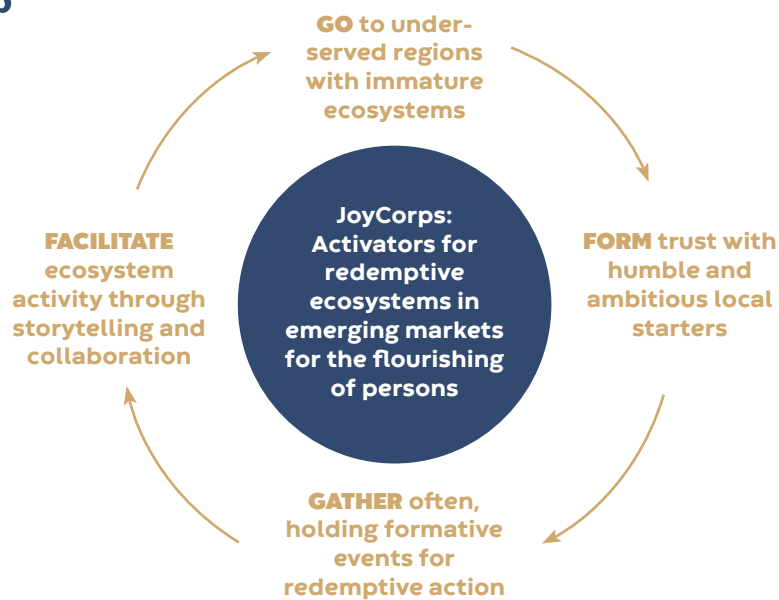
OUR WHY:

The Flourishing of Persons

Whenever we look ahead to the next year or the next decade, it's important to remind ourselves of our WHY. Why are we doing this work?

For the past 24 years we have been committed to redemptive entrepreneurship: venture building that begins with a view of persons as image bearers, and calls for creative, sacrificial restoration at the personal, organizational, and cultural dimensions of work.

JoyCorps' passion is to identify and empower people doing this – trailblazers who are willing to go into difficult places where that image has been broken and participate in restoring it. That's at the heart of everything you're reading about in this report, and it will be our vision for the *next* 24 years: to be activators building ecosystems that help redemptive leaders and their communities flourish.



PARTNER WITH US

We love to find committed, engaged partners who believe in our mission and engage with our work in a variety of ways. We'd love to get to know you, hear what excites you, and walk on a journey together.

Many of our partners have attended one of our in-person summits in India – it's the best way to get to know us. We also hold twice-yearly virtual partnership meetings. We share updates, stories, requests for prayer and support, and introduce you to fellows and team members. We'd love to welcome you as a JoyCorps partner in 2023!

2023 FUNDING GOAL:
\$850K



Ways to Participate



PARTNER with us to financially support our ongoing and new initiatives.



INTRODUCE us to others in your network who may be interested in our work.



COME and see! Join us in India for our fall summit: October 11-14, 2023.



LEARN more by signing up to receive our newsletter at joycorps.org.

The JoyCorps Team



ERICA D'SOUZA is our Associate for Impact and Community. She loves working with data and helping people see the importance of it. She also loves understanding how processes and systems work and how they can be improved. She lives with her husband, two cats and a dog in Mumbai, India.



NIKHIL DWARKA serves as Senior Associate of Community Development, developing and managing our community support initiatives. He has spent many years as a mentor for young Tibetan men and women with backgrounds of addiction. Nikhil lives with his wife and baby daughter in north India.



KIRTI GILBERT serves as Associate for our JoyCorps Studio, where she assists Luke and Josie to provide consulting services for our clients. Kirti grew up in north India to Canadian parents and holds a degree in International Business Management. She and her husband, Luke, have 3 children and live in Kent, UK.



LUKE GILBERT serves as Director of the JoyCorps Studio, our consulting arm. He has worked with businesses and NGOs in the UK, India, China and Thailand and has founded or co-founded four businesses. A social entrepreneur, Luke owns a coffee business based in the UK. He has spent most of his life in Asia but now lives with his wife and three children in Kent, UK.



ZECHARIAH HUSSAIN is a Financial Analyst. Born and raised in India, Zach has worked as a financial analyst for startups. He is consulting with the JoyCorps fellows while pursuing an MBA in International Business in the Netherlands. His expertise is in ensuring transformative ideas are financially viable over time.



SHWETA KAKKAR is our Senior Associate for Systems. She holds a postgraduate degree in Development Studies and leads communication with our fellows in Asia for all of our initiatives, providing leadership and specialization training. Shweta lives with her husband and two puppies in north India.



JOSIE MACKENZIE serves as Project Designer & Facilitator for the JoyCorps Studio, where she works with clients to create entrepreneurial solutions that are contextually appropriate. Josie has a Master's degree in Design Thinking and was the founder of a social enterprise in rural Sri Lanka. She lives in Cornwall, UK.

*Our team consists of 6 full-time staff
and 8 part-time staff and consultants.*

RACHEL MEISEL is our US Director, managing operations, communication, and relationships with foundation partners. She has a background in writing, editing, and publishing with degrees in journalism and English. Rachel lives in North Carolina, USA with her husband and three children.



DAVID MURRAY, our Co-Founder and Director of Development, has been working with ventures in Asia for 20 years. In 2011 he founded a guitar business in India, and while there, co-founded JoyCorps to support the community. He manages our partner relationships and creates content. Dave lives with his wife and two sons in New York City.



SAM PARAKKAL is our Executive Director. He grew up in the Arabian Gulf, earned a business degree in the US and spent a decade gaining experience in manufacturing, business process & organizational development. He began coaching JoyCorps fellows in India in 2018 and became ED in 2021. Sam lives in north India with his wife and two daughters.



SEAN TUCKEY is our Creative & Market Research Lead. Born in rural Zimbabwe, he studied in New Zealand and moved to India, where he developed methods of analyzing data to extract marketing insights for clients. Sean conducts market research for our fellows and develops video series for JoyCorps. He lives in northern India with his wife and two daughters.



TENZIN TSERING is our Associate for Systems Development. A Tibetan born and brought up in north India, Tenzin was instilled with a value of serving others and sharing what he had learned. He lives in north India with his wife and their baby girl.



JOBY VARGHESE is an Associate for Fellowship & Ecosystem, working closely with our fellows as a business coach. He grew up in South India and has worked in various leadership roles for over two decades. He studied leadership in the US, where he helped with strategy development for a cross-cultural team. Joby lives in northern India with his wife, Rhema, and two daughters.



RHEMA K. VARGHESE serves as Associate for Fellowship & Ecosystem, coaching the fellows in our program. She was educated in New Delhi and studied culture and religion in Poland and leadership in the US. She has experience bringing structure and efficiency to teams. She and her husband, Joby, live in north India with their two daughters.





JoyCorps

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