

## Founders Must Balance Purpose, Values and Cash: Suresh Ramu

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### Startups frequently neglect the importance of cash flow



“Founders must clearly define why their startup exists and what value it intends to deliver to society, while also ensuring that the organisation operates with strong ethical standards,” said Suresh Ramu, co-founder and Chief Business Officer of Rheoheme.

Speaking at MedTech Day 2026, organised by NSRCEL in partnership with DailyRounds and Marrow, on the topic “Building and Scaling Healthcare Ventures” Ramu explained that many founders begin with strong motivation to solve pressing problems but often overlook the practical aspects of building a sustainable business.

Drawing on his own experience in healthcare entrepreneurship, he introduced a framework he calls “PVC – Purpose, Values and Cash,” which he believes forms the foundation of a resilient company. He urged entrepreneurs to build startups that balance purpose, ethical values and financial sustainability, warning that passion and innovation alone cannot ensure long-term success.

However, he emphasised that startups frequently neglect the importance of cash flow. Even profitable businesses can struggle if they do not maintain adequate liquidity to support operations, salaries and growth. For that reason, he stressed that ensuring cash in the bank is just as important as achieving profitability.

Ramu also highlighted the complexity of identifying the true customer in sectors such as healthcare and medical technology.

In many cases, the individual who uses the product is not necessarily the one who decides to purchase it. Hospitals, doctors, procurement teams, insurers and administrators often influence purchasing decisions, creating a layered ecosystem that startups must carefully understand before launching their products.

Without this clarity, even advanced technologies may fail to reach the market effectively. He further warned entrepreneurs against confusing technology with product development, noting that startups often showcase sophisticated devices or software without converting them into market-ready products that address real user needs. In his view, a successful product must integrate technology with usability, regulatory compliance, clinical value and economic benefits for the buyer.

In addition, Ramu encouraged founders to explore multiple sources of funding, including government grants, strategic collaborations and early customer commitments, rather than relying solely on venture capital investment. Grants can support early research and development, while partnerships with future customers can validate a product and generate initial revenue. He also advised entrepreneurs to examine investment agreements carefully, particularly clauses related to liability, governance and exit expectations.

According to him, founders must remain cautious about contractual obligations that may expose them to unnecessary personal risks. Concluding his remarks, Ramu emphasised that entrepreneurship demands grit, continuous learning and strong teamwork, while also requiring founders to safeguard their reputation and personal integrity. In the long run, he noted, a founder's credibility and ethical conduct often matter more than short-term success.