

2024 SELECTION CRITERIA

CRITERIA	DESCRIPTION	SCORING GUIDELINES
1. Embedded positive impact - 15%	<p>We are looking for impact businesses that will create more impact as they scale. We consider:</p> <ul style="list-style-type: none"> • Intentionality: was the business created to solve a social or environmental problem? • Embeddedness: is positive impact locked into the business model? • Magnitude: is there significant <u>breadth</u> (number of people: local to global) and/or <u>depth</u> (degree of change: marginal to transformational) of impact? • Measurement: is the business tracking and managing to optimize impact? • Impact potential: is the impact potential and/or already realized? 	0. Unclear intentionality, little or no impact potential
		1. Unclear intentionality, has positive impact potential but not sufficiently embedded
		2. Clear intentionality and positive impact potential but not sufficiently embedded
		3. Clear intentionality and positive impact is embedded, preliminary measurement but impact not realized yet
		4. Clear intentionality, positive impact is embedded and early signs of impact being realized, but no clear path to realize more impact
2. Technological innovation - 15%	<p>We are looking for new and realistic solutions. We consider:</p> <ul style="list-style-type: none"> • Disruption: is the solution built around unique, protected or hard to reproduce technological or scientific advances? • Sophistication: does the business leverage a solid research base that requires a mix of advanced skills, knowledge, and infrastructure? • Enabling technologies: does the business improve products or service and create new markets to solve major societal and environmental issues? 	0. Solution is not developed by the team or technology is unrealistic
		1. Solution builds onto existing technologies without adding innovation, resulting in limited product or service improvement
		2. Solution builds onto existing technology with innovation, resulting in incremental product or service improvements
		3. Solution transforms existing technology with innovation and helps technology leaf forward, resulting in product or service improvements
		4. Solution is a disruptive and realistic technology, resulting in major improvements and/or a new market to solve social and environmental issues
3. Business model sustainability and development plan - 15%	<p>We are looking for businesses that have the potential to be profitable. We consider:</p> <ul style="list-style-type: none"> • Financial sustainability: does the business have sufficient financial return potential to allow for strategic growth? • Well thought-out model: are expectations (sales cycles, price setting, etc) and models well thought-out and defensible? • Growth strategy: does the business have an expansion plan with clear business and impact goals and resource requirements (people, capital, etc)? • Risk assessment: has the business thoroughly evaluated risks and capabilities? • Monitoring systems: is the business working to set up dynamic mechanisms to monitor execution? 	0. Business model is not identified or not sustainable
		1. Unclear business model and development plan that has not been tested or validated
		2. Business and development plan are somewhat clear but need validation / de-risking
		3. Clear business model and development plan, has potential to be validated: low risk of failure
		4. Well thought-out, validated business model and clear development plan but needs additional proof of scalability
5. Well thought out, validated business model and clear development plan that started scaling and monitoring KPIs		

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4. Market access strategy - 15%	<p>We are looking for businesses with a clear competitive advantage and a defined market access strategy. We consider:</p> <ul style="list-style-type: none"> • Unmet need: has the business identified a large, unmet need in a growing industry (requiring a reasonable level of behavior change)? • Competitive advantage: does the business have clear, long-term, defensible competitive advantage? • Market share: could the business secure a big share in the market (#1 or #2)? • Validation and product-market fit: does the business have evidence of (potential) customer validation and (potential) product-market fit? 	<ol style="list-style-type: none"> 0. Limited growth potential or unclear competitive advantage 1. Growth potential, but business has not achieved product-market fit or unclear competitive advantage 2. Growth potential, with either some evidence of product-market fit or clear competitive advantage 3. Growth potential, some evidence of product-market fit and clear competitive advantage 4. Growth potential, evidence of customer validation and product-market fit and clear defensible competitive advantage 5. Growth potential, evidence of customer validation and product-market fit, clear defensible competitive advantage, early adoption with a path to scale
5. Team - 10%	<p>We are looking for a capable team to build the business. We consider:</p> <ul style="list-style-type: none"> • Complementarity: is the team diverse, with 2-4 members who complement each other? • Technical skill: does the team have relevant technical/leadership skills and experience? • Track record: does the team have track record of execution and/or significant achievement? • Network: does the team have relevant networks and advisors? 	<ol style="list-style-type: none"> 0. The team lacks balance, experience and skills to run the business 1. The team has limited relevant professional experience and no networks or advisors 2. Complementary team with relevant professional experience but critical gaps and limited networks 3. Complementary team with relevant professional experience, recruitment plans in place to fill existing gaps, but lacking networks or advisors 4. Complementary team with relevant professional experience, recruitment plans in place to fill existing gaps, with networks and advisors 5. Complementary and well-resourced team with extensive professional experience, far-reaching networks, and outstanding advisors
6. Leadership character of applicant - 15%	<p>We are looking for bold impact leaders, who can attract talent and foster purpose-driven team culture. We consider:</p> <ul style="list-style-type: none"> • Entrepreneurial spirit: does the applicant display integrity, motivation and high energy, entrepreneurial approach? • Cartier values: does the applicant display the following character traits: Curiosity, Open-mindedness, Generosity, Sharing, Respect, Rigor, Independence? 	<ol style="list-style-type: none"> 0. Limited leadership capacity, little to no character alignment 1. Some leadership capacity, limited character alignment 2. Some leadership capacity, aligned on several character traits 3. Demonstrated leadership capacity, aligned on most character traits 4. Demonstrated entrepreneurial and leadership capacity, aligned on all character traits 5. Exemplary leader, strong demonstration of all character traits in founder actions (internal and external)
7. Commitment to CWI vision and community - 15%	<p>We are looking for fellows who will become active, lifelong members of our community. We consider whether the applicant is aligned with:</p> <ul style="list-style-type: none"> • Our vision: a world in which every woman impact entrepreneur driving social change can achieve her full potential • Our mission: to provide women impact entrepreneurs with the necessary financial, social and human capital support to grow their business and build their leadership skills • Women's empowerment: does the applicant empower women within their business, including inclusive policies, procedures or processes; as well as engagement with other stakeholders (partners, suppliers, etc.)? Does the applicant empower women through their external engagements? Does the applicant have a desire to share their expertise/contribute to the CWI community? 	<ol style="list-style-type: none"> 0. Does not seem to understand the CWI vision and mission 1. Shows awareness of CWI vision and mission, but little or no commitment to the community 2. Shows some commitment to CWI vision and mission, but no demonstrated examples 3. Committed to CWI vision and mission, as demonstrated with a few specific examples (internal or external) 4. Committed to CWI vision and mission, as demonstrated in multiple internal and external (i.e. beyond their business) founder actions 5. Exemplary commitment to CWI vision and mission embedded in all founder actions (internal and external) and strong motivation to contribute to CWI community