



## YOUNG LEADER AWARD 2024

### DETAILED QUESTIONNAIRE

Young Leader Award (YLA) is an annual Award launched by the RED CLUB x Cartier in 2021 to empower young entrepreneurial leaders. The YLA theme for 2024 is Tech for a sustainable future. Applicants whose entrepreneurial endeavors provide tech-driven solutions to shape the future of people and the planet in a sustainable way can apply via <http://apply.redclubcartier.com/submit>

RED CLUB x Cartier, its partners and the jury will treat all business and financial information submitted with the utmost confidentiality. Aside from a brief summary (business name, brief description, field of industry) of the businesses selected, no individualized information will be made available to the public without the prior authorization of the candidate.

This document outlines the questions asked in the YLA application form. The form is divided into two parts –

- A **registration/ eligibility form** that has basic information about the applicant and their enterprise
- **Detailed application questionnaire** wherein the applicant needs to answer questions about their product and/ or service, its user traction and impact, and financial sustainability. We strongly recommend that you first write your answers in a separate draft document for this section, then copy and paste them into the online form once you are finished.

Please note that if your business is shortlisted, you may be asked to provide additional supporting documentation.

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## ELIGIBILITY/REGISTRATION FORM

1. First name
2. Last name
3. Job Title  
*The applicant must be the founder or co-founder and hold an active management role in the organization.*
4. Date of birth (DD/MM/YYYY format)  
*The applicant must be 20-40 years as of December 31, 2023.*
5. Nationality
6. Place of residence (City, Country)
7. Telephone (mobile)
8. Email
9. LinkedIn profile URL
10. Are you proficient in English? (Yes/ No)  
*Only applicants who have a good command of the English language (both verbal and written) are encouraged to apply.*
11. How did you learn about the Young Leader Award?
12. Organization name
13. Organization type (For-profit/ Not-for-profit/ Combination of the two)
14. Organization website
15. Would your organization have between 1-7 years of licensed/ registered operations as of December 31, 2023?
16. Please provide a brief description of your enterprise and its core offering(s).
17. Does your tech-driven product/ service contribute towards improving long-term environmental or social well-being?  
*YLA 2024 theme is "Tech for a sustainable future". We are calling for entrepreneurs with endeavors that provide tech-driven solutions to shape the future of people and the planet in a sustainable way for a better world to apply.*
18. How many full-time employees does your enterprise currently have?  
*Two part-time workers should be counted as one full-time worker for the purpose of this question. Please exclude founders and contract workers who are not on the organization's official payroll.*
19. Has your product/ service served more than 5000 end-users/ beneficiaries since inception? This does not have to be the number of clients or partnerships for B2B offerings, but rather the number of end-users who directly interact with the product/ service and benefit from it.  
*YLA is looking for applicants who have demonstrated certain user traction & impact.*
20. If you are for-profit, have you raised at least USD1 million in dilutive/ equity financing?  
*YLA is looking for candidates who have experience working with investors and have raised at least USD1 million in dilutive/ equity financing.*
21. If you are a not-for-profit, have you raised at least USD1 million in non-dilutive financing (grants, awards, donations)?  
*YLA encourages only those non-profits to apply who have experience working with external impact investors/ donors/ philanthropists and raised at least USD1 million in grants/ awards/ donations. Non-profits who have demonstrated an ability to generate sufficient revenues to support their operations have much higher chances than organizations that are wholly reliant on donations and grants.*
22. Please describe your company's current ownership structure. (% of equity held by the applicant, other founders, institutional investors, etc., as relevant)

23. Have you generated over USD 500,000 total revenue since inception?  
*YLA asks for minimum total revenue in order to ensure that the businesses selected have achieved a certain level of maturity.*
24. Please provide the link to your company's social media accounts
- a. LinkedIn
  - b. Facebook/ Instagram
  - c. Twitter

# DETAILED APPLICATION QUESTIONNAIRE

## EMBEDDED IMPACT

25. What social or environmental problem was your business created to solve and does your product and/ or service actively contribute to shaping a sustainable future?  
*Describe who benefits from the solution you are offering and how positive impact is locked into the business model, ensuring sustained commitment to sustainability.*
26. Please describe the historical and potential breadth and depth of your impact in the next 3-5 years.  
*Breadth is measured by the number of end-users/ beneficiaries your solution is impacting, while depth is the impact your solution has on the end users. Please highlight if your business is proactively tracking and managing its efforts to optimize and maximize its impact, thus ensuring the long-term sustainability of its initiatives.*

## STRENGTH OF TECHNOLOGY

27. How is your product and/ or service tech-driven and/ or leverage technology, such as software, hardware, data analytics, automation, artificial intelligence, and more, as a core part of your product/ service to fill a gap in the market?  
*Describe the problem the end-user is facing, the pain points the end-user experiences in solving the problem, and how your product/ service's solution benefit and or relieve the end-user's pain points.*
28. Describe your business model.  
*Describe how technology is utilized as a core element of delivering the product and/ or service, and how your solution creates, delivers, and captures value. Please note that you may include a business model for each business segment.*
29. Please describe your product and/ or service's uniqueness or ability to change the status quo.  
*Describe how your product and/ or service addresses specific problems in innovative and original ways.*
30. List your top 3 competitors with their websites. Describe your competitive advantage over them.

## USER TRACTION & FINANCIAL MODEL

31. Has the product/ service received sufficient user traction? How many beneficiaries/ end-users the product/ service has serviced since inception?  
*This does not have to be the number of clients or partnerships for B2B offerings, but rather the number of end users who directly interact with the product/ service and benefit from it.*
32. Please list your top three revenue streams and describe the pricing model and unit economics for each.  
*A revenue stream is a source of revenue for a company or organization. In business, a revenue stream is generally made up of either recurring revenue, transaction-based revenue, project revenue, or service revenue.*
33. Please fill in the income statement below. All financial information will be kept confidential and only be used for internal purposes. If not applicable, please put N/A. All amounts should be converted to USD.

*A few points to keep in mind:*

- *Please make sure that all monetary amounts listed have been converted to USD.*
- *Please list all numbers in the following format: 1,000,000.00.*
- *Revenue should exclude any grants received.*
- *Both the Gross Margin and Revenue Growth are expected to be shown in percentages (%)*
- *Revenue Growth is based on yearly growth. Accordingly, the percentage should show the growth between 2020 and 2021, 2021 and 2022, 2022 and 2023 and so forth.*
- *If you are not familiar with a term, please refer to the following definitions:*
  - *Revenue is the income received from the sale of your products and/or services.*
  - *Expenses is the total expenses and should include cost of goods sold (COGS), selling, general and administrative expenses (SG&A), depreciation, interest, tax, and amortization expenses.*
  - *Net profit is the difference between revenue and expenses.*
  - *Gross profit is calculated by subtracting the cost of goods sold (COGS) from revenue (sales).*
  - *Selling, General & Administrative Expense (SG&A) includes all the costs not directly tied to making your product or performing your service. It is the sum of all direct and indirect selling expenses and all general and administrative expenses (G&A) of a company.*
  - *EBITDA is your company's profit before interest, taxes, depreciation, and amortization are subtracted.*

<b>Profit &amp; Loss (USD)</b>	<b>2021 (Actual)*</b>	<b>2022 (Actual)*</b>	<b>2023 (Forecast)*</b>	<b>2024 (Forecast)*</b>	<b>2025 (Forecast)*</b>	<b>2026 (Forecast)*</b>
Revenue						
COGS						
<b>Gross profit</b>						
<b>Gross margin (%)</b>						
Selling, General & Administrative Expense (SG&A)						
EBITDA						
<b>Net Profit</b>						
<b>Revenue Growth (%)</b>						

34. Please describe the assumptions behind your income statement above.

35. What is your monthly gross burn rate (USD), and how much runway in months do you have?

*We are trying to assess the amount of time your company has before it runs out of cash. Gross burn rate is the total amount of spending each month on average. Runway (in months) is cash on hand divided by the monthly gross burn rate. E.g., if you have \$500,000 in cash in the bank, and your monthly burn rate is \$50,000, you have a 10-month runway.*

36. Describe your fundraising plans. Also include details (amount, type, investor details) about your historical fundraises.

## **STRATEGY & EXECUTION**

37. What is the big picture and vision?

*Make sure you mention your enterprise's long-term vision and strategy and how your vision relates to the social and/or environmental impact you are trying to create.*

38. Please describe your organization's growth strategy, key milestones achieved to date and key milestones for the next 6-12 months.

39. What are two key risks associated that could prevent your organization from achieving your growth strategy?

## **LEADERSHIP & CHARACTER**

40. Please list the name, job title and LinkedIn profiles of your core leadership team.

*We would like to potentially speak with these key members if you make it to the final round.*

41. Please explain why you and your team are qualified to achieve the milestones and vision above.

*Some questions to bear in mind for this section: Who is the team composed of? What do they do, and what are their qualifications? Is there currently a gap in your team? What is it, and are you planning to recruit someone? How long have you worked together, and how did the co-founders meet?*

42. How do you think your team would describe your leadership style? What are some of the leadership skills you would like to build on?

43. What would being part of the YLA program mean for you and your organization?

*Some questions to bear in mind:*

- *What do you expect to be the benefits of getting this award to you personally and to your organization?*
- *What can you contribute to a broader YLA community?*

## **ATTACHMENTS**

Mandatory:

- Your CV
- Your company registration document
- Your presentation deck
- Your competitive landscape
- Your organization chart
- Your impact report (optional)
- Any relevant documentation if your company has been involved in any past or ongoing litigations. *If not, please disregard this question.*
- A 1-minute video of yourself in which you answer the following questions:
  - o What is your motivation behind solving the problem that you have identified?
  - o What is the impact you wish to create through your solution?
  - o What do you wish to gain from/contribute to the Young Leader Award community?