



## The Fred Morgan Kirby Prize for Scaling Social Impact

### 2021-2022 Fred Morgan Kirby Prize for Scaling Social Impact Application Questions

#### F. M. Kirby Impact Prize Eligibility Questions:

1. *Are you an impact-driven enterprise?*
2. *Does the enterprise have an anti-discrimination or inclusivity policy that prohibits discrimination based on marginalized identities?*
3. *Does the enterprise have a minimum operating budget of at least \$250,000 (USD (United States Dollars))?*
4. *If selected, do you agree to:*
  - a. Not redistribute Prize funds to other organizations or individuals.
  - b. Participate in the F. M. Kirby Impact Prize program evaluation
  - c. Allow CASE and Fuqua School of Business to use the enterprise's name, logo, and story in media and marketing efforts.

#### Enterprise Demographic Questions:

1. *Primary Contact for Prize communications*
2. *Email address for primary contact*
3. *Role of primary contact in enterprise*
4. *Name(s) (co) Founder/CEO*
5. *Names and roles of senior leadership team*
6. *Percent of senior leadership team members that are:*
  - a. Women
  - b. People from marginalized identities
7. *Overall staff size (FTE (Full Time Equivalent))*
8. *Percent of non-senior leadership team members that are women or people from marginalized identities.*
9. *Location of enterprise headquarters*
10. *What is the current scale of your operation?*
11. *What geographic region(s) are you serving?*
12. *What specific country or countries are you currently serving (list below)*
13. *If you are operating in the United States, please list the states in which you currently operate.*
14. *What is your annual operating budget for the most recent fiscal year?*

15. *How many years has the enterprise been in operation?*
16. *If you are applying to scale a specific program or product within your enterprise, how many years has that specific program/product been in operation?*
17. *What is your governance structure?*
18. *Is the enterprise incorporated or certified as a mission-driven enterprise?*
19. *Does this solution address one of the United Nations 17 Sustainable Development Goals?*

## Phase 1: Enterprise Overview Deck

1. *Provide a brief summary of your enterprise.*
  - a. Tell us briefly who your organization is and what you do – some call this your "elevator pitch" or the quick overview of your organization, what you do and the value you provide.
2. *Describe the problem you are trying to solve.*
  - a. What is the problem you are addressing and why? What are the root causes of this problem?
3. *Describe the target market you aim to serve.*
  - a. Describe the audience that you are hoping to reach? How many beneficiaries/customers are you currently serving and how large in the potential audience size? Are there competitors?
4. *Describe your solution*
  - a. Some organizations may find it useful to use a theory of change to describe how your activities lead to the impact you aim to achieve. A theory of change includes:
    - Theory of Change:* your theory of how your activities lead to the impacts you aim to achieve.
    - Inputs:* money, equipment, people, or other things needed for the enterprise to do its work
    - Activities:* the things you do to produce social or financial value
    - Outputs:* quantifiable results of your activities (e.g., business growth indicators, etc.)
    - Outcomes:* larger changes the enterprise seeks to make- expressed as an increase or decrease
    - Impact:* change that is statistically attributable to the solution
5. *Summarize your business model.*
  - a. How is your solution currently funded and what are your plans for future funding?
6. *Summarize the evidence that shows your solution is working.*
  - a. What evidence do you have that shows your solution is effective (is having impact) and is demanded by your target audience?
7. *Describe your scaling plan.*
8. *How will the F. M. Kirby Impact Prize be transformative for your scaling journey?*

## Phase 2: Application Questions

1. *Briefly describe your organization and what you do? (250 words max)*

2. *Briefly describe the problem you are trying to solve and why it matters? (250 words max)*
3. *Briefly describe your scaling goals and plans over the next 3-5 years? (250 words max)*
  - a. *What impact do you hope to achieve in the next 3-5 years and how will you go about doing it?*
4. *What scaling strategies will you use to achieve your goal? (max 2)*
5. *What are the biggest barriers or risks to achieving your scaling goals?*
6. *Describe the process for evaluating your current impact.*
7. *What are your top 3 impact-related key performance indicators (KPIs)?*
8. *What have been the results of these impact-related metrics each year for the past 3 years?*
  - a. *Please clearly list "KPI: Metric (Year)", e.g., Low-income women trained: 300 (2018); 350 (2019); 400 (2020)*
9. *What was your total funding for the past year?*
10. *What percent came from the following sources?*
  - a. *Earned Revenue*
  - b. *Foundation Grants*
  - c. *Individual Donations*
  - d. *Government*
  - e. *Corporate*
  - f. *Investment Capital*
  - g. *Loans*
  - h. *Other, please describe*
11. *How much money do you believe is needed to fund your scaling plan over the next 3-5 years in US dollars?*
12. *What do you anticipate will be your primary sources of funding for the next 3-5 years? Please explain.*
13. *How much cash do you currently have in reserve and what is your current monthly burn rate?*
  - a. *Cash on Reserve*
  - b. *Monthly Burn Rate*
14. *Please explain how much it costs to deliver your solution to one beneficiary.*
15. *Is there a plan for those costs to decrease as the enterprise scales its impact?*

