



**Heinz College Washington DC**  
Carnegie Mellon University

# An Exploration into Comparing WBCs and their Performance

**May 1, 2015**

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# AGENDA

Introductions

Background

Project Objectives

Project Methodology

Results

Recommendations

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# BACKGROUND

## The Clients:



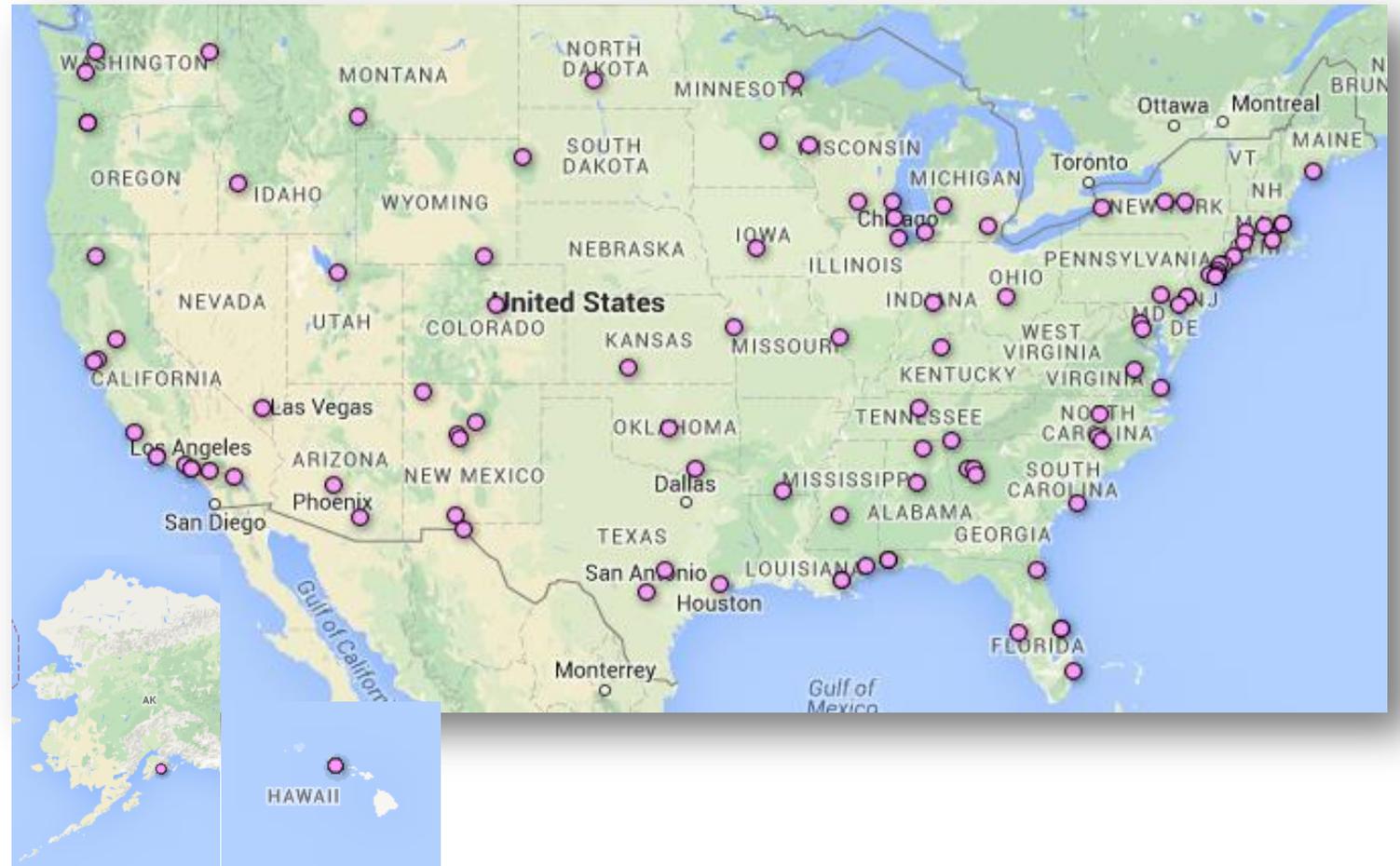
Office of Women's Business Ownership (OWBO)



National Women's Business Council (NWBC)

# BACKGROUND

- 105 Women's Business Centers (WBCs)
- WBCs provide training and counseling for entrepreneurs and women business owners to support them in starting and growing small businesses.



# PROJECT OBJECTIVES

## The Research Questions

- How can the SBA's OWBO & NWBC define performance at WBCs?
- What factors contribute to the performance of WBCs focusing on the interactions with other local organizations, resources & economic conditions?



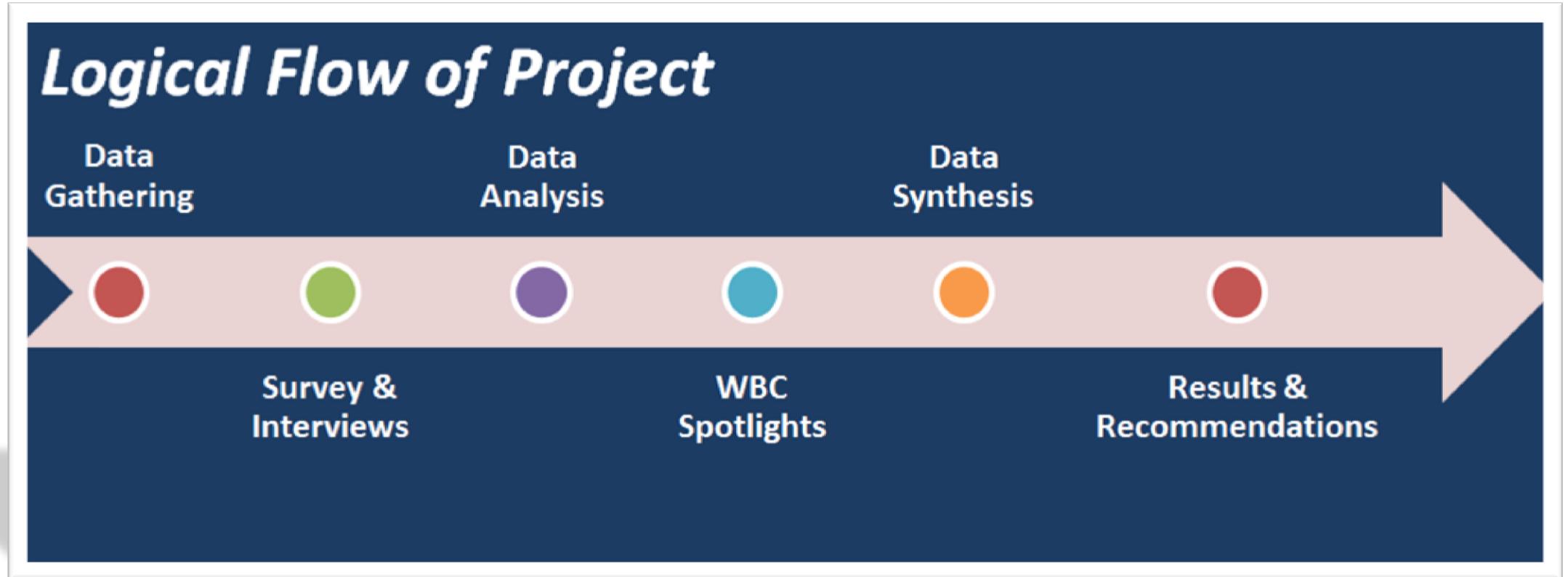
# PROJECT OBJECTIVES

## Project Goals

- To achieve a better understanding of the internal and external factors that influence the capabilities and performance of WBCs;
- To provide guidance that will assist OWBO in future decision making for WBCs regarding grant language, support offered to new WBCs, and additional services for existing WBCs.



# PROJECT METHODOLOGY



# PROJECT METHODOLOGY

## DATA COLLECTION

### Internal Data Sources

- Source: SBA's Office of Women's Business Ownership (OWBO)
- Data Collected: contact information, demographic information, and performance measures.

### External Data Sources

- Source: a variety of public sources, mostly federal government agencies
- Data Collected: unemployment rate, employment, small business tax climate, median income, education level, population by gender, local colleges/universities, existence of other business assistance programs, local chambers of commerce, access to capital, fair market rent, family budget

### Primary Data Sources

- Source: WBC Directors Survey & Interviews
- Data Collected: service population, performance measures, basic WBC information; WBC history, host structure & cohort characteristics, program services, funding, resource partnerships

# PROJECT METHODOLOGY

## DATA CHALLENGES

### Internal Data

- Missing values
- Inconsistent reporting of internal performance measures

### External Data

- Limited to larger geographic areas
- Variable data years

### Primary Data

- Inconsistent and incomplete survey responses
- Wide range of responses to open-ended questions

# DATABASE SCREENSHOTS

	A	B	C	D	E
1	Choose WBC from drop-down menu below:				
2	TN-1093- Bright Bridge WBC				
4	TN-1093- Bright Bridge WBC				
5	TN-1094- Nashville WBC/Southeast Community Capital Corporation/Path				
	TX-1095- BiGAUSTIN Women's Business Center				
	TX-1096- RGV Women's Business Center				
	TX-1097- Women's Business Border Center				
	TX-1098- Houston-Galveston Women's Business Center				
	TX-1099- ACCION Women's Business Center				
	UT-1100- The Women's Business Center				
	OH-1101- TN 1093				

# DATABASE SCREENSHOTS

Choose WBC from drop-down menu below:					
TN-1093- Bright Bridge WBC					
Contact Information					
Name & Address:			Director:		
Bright Bridge WBC			Mary Sedrick		
535 Chestnut Street, Suite 100			msedrick@brightbridgeinc.org		
Chattanooga, TN 37402			423-648-9253		
Website:			Facebook:		
<a href="http://www.brightbridgewbc.org/">http://www.brightbridgewbc.org/</a>			<a href="https://www.facebook.com/pages/Bright-Bridge-WBC/509383535844843/?ref=ts">https://www.facebook.com/pages/Bright-Bridge-WBC/509383535844843/?ref=ts</a>		
Demographic Information					
Year Founded:	2001				
Age of Center:	13				
WBC Region:	4	DOTR:	Jacqueline Merritt		
WBC District:	Nashville	MSA:	Chattanooga, TN-GA		
Data Highlights					
External		Performance		Survey	
Population:	540,387	Total clients trained:	220		
Number of colleges/universities:	10	Total clients counseled:	81	Non-funding wants:	training to maintain and upgrade our tool chest.
Median household income:	\$51,742	Total clients served:	301		
Family budget for a 4-person family:	\$56,917	Share of clients that are women:	71.1%		
Share of women with bachelor's degree or higher:	7.4%	New business starts:	1	Partnerships:	TN SBDC, SCORE, Urban League of Greater Chattanooga, LAUNCH, Chamber of Commerce, Company Lab
Unemployment rate:	7.6%	Access to capital:	\$0		
Note: Please see the Notes & Sources sheet for all sourcing information, data years, and assumptions.					

# PROJECT METHODOLOGY

## DATA ANALYSIS



Population  
Analysis



Cohort  
Identification



Survey  
Results



Interview  
Spotlights



# WBC POPULATION ANALYSIS

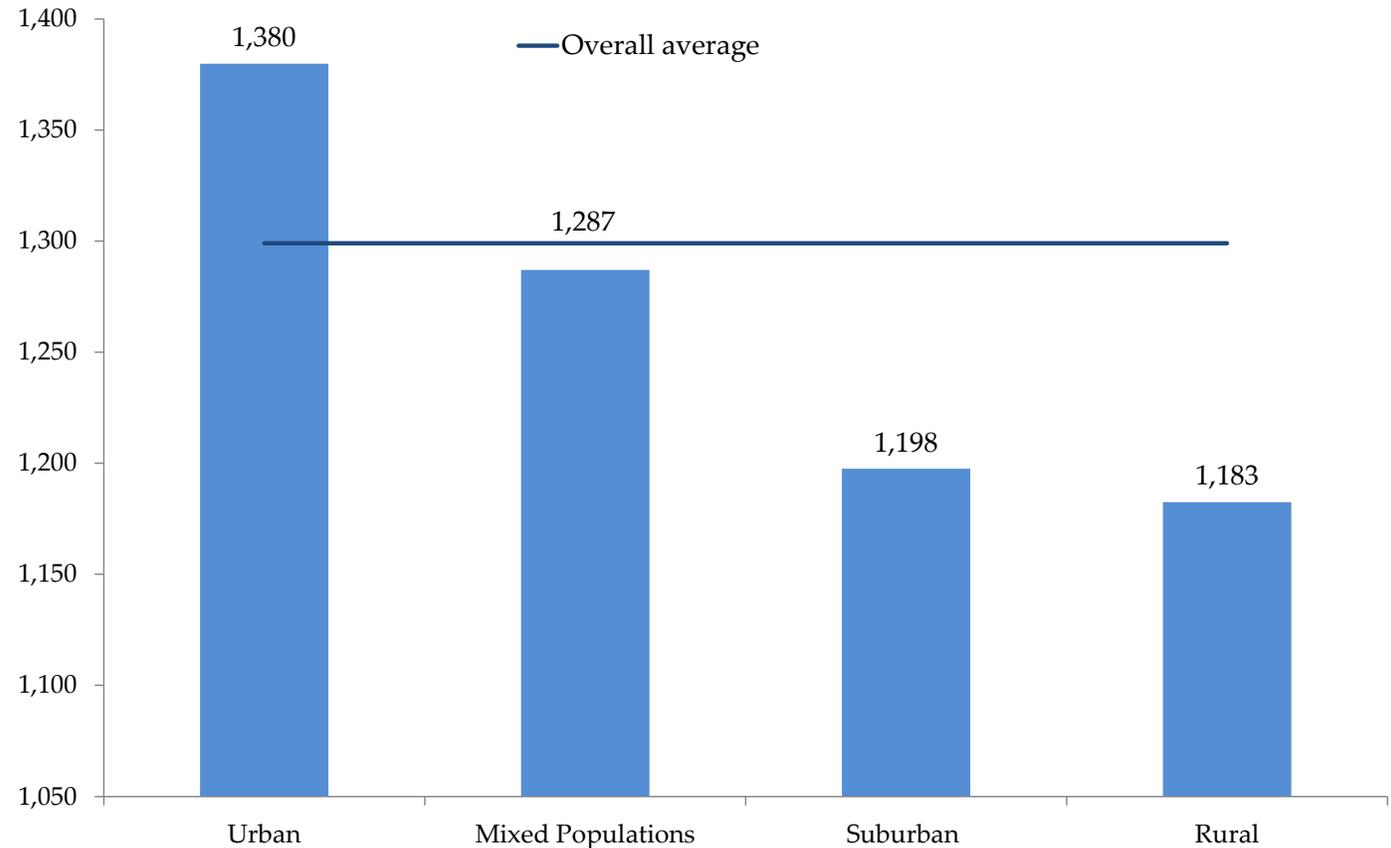
## Total Clients Served by Area type

- A majority of WBCs serve urban populations;
- WBCs serving urban populations have a higher average of total clients served

Average Age of WBCs

**14** Years old

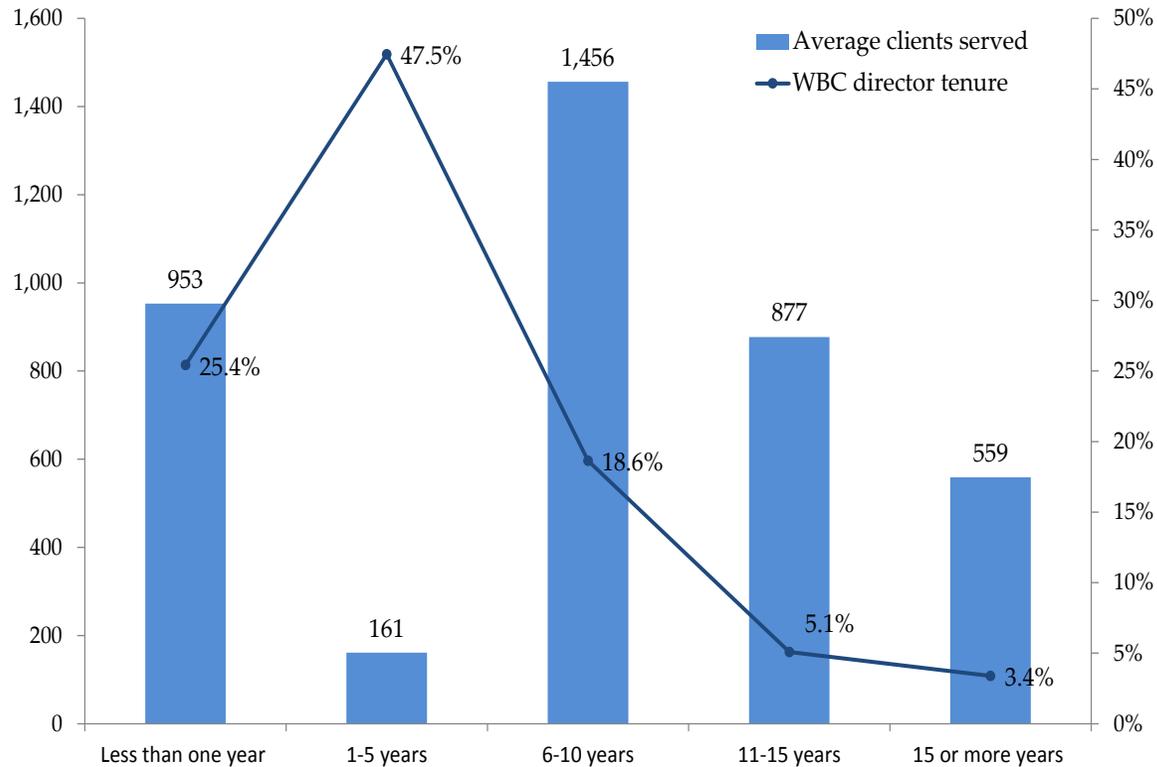
**90.1% WBCs have a Facebook account**



Source: SBA OWBO

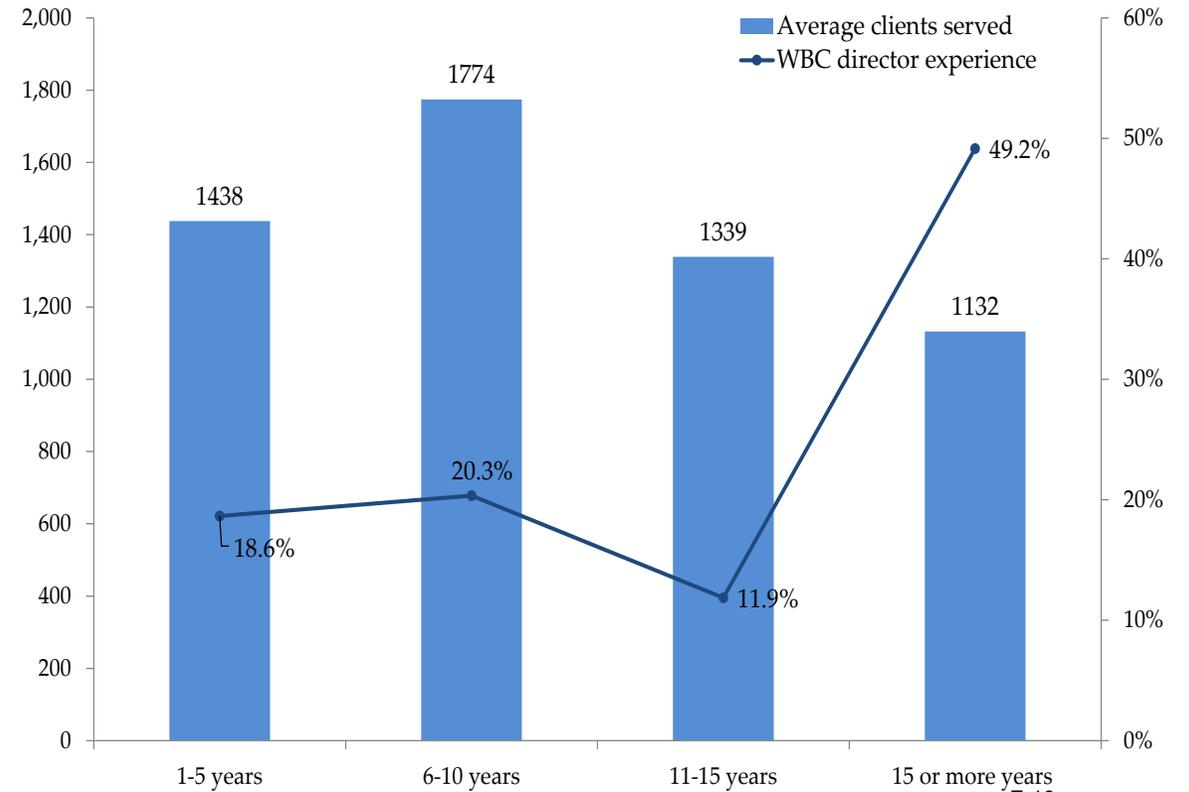
# WBC POPULATION ANALYSIS

## Average Total Clients Seen by Tenure of WBC directors



Source: Survey results

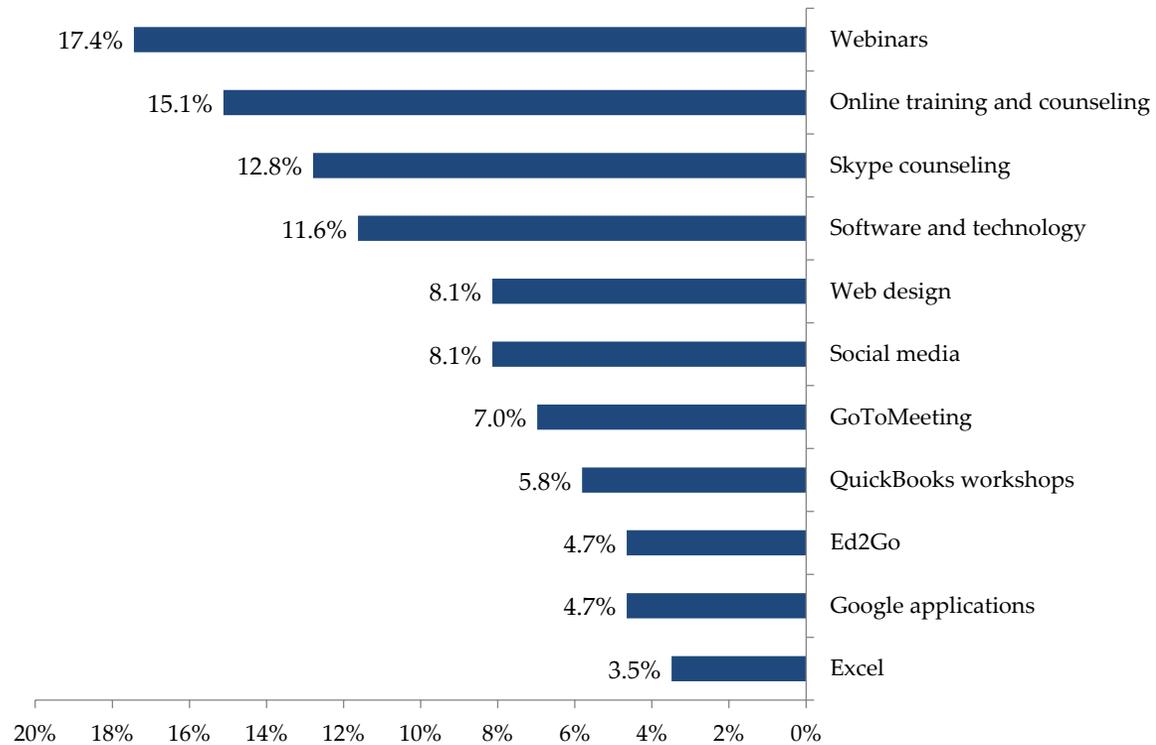
## Average Total Clients Seen by Experience of WBC directors



Source: SBA OWBO and Survey results

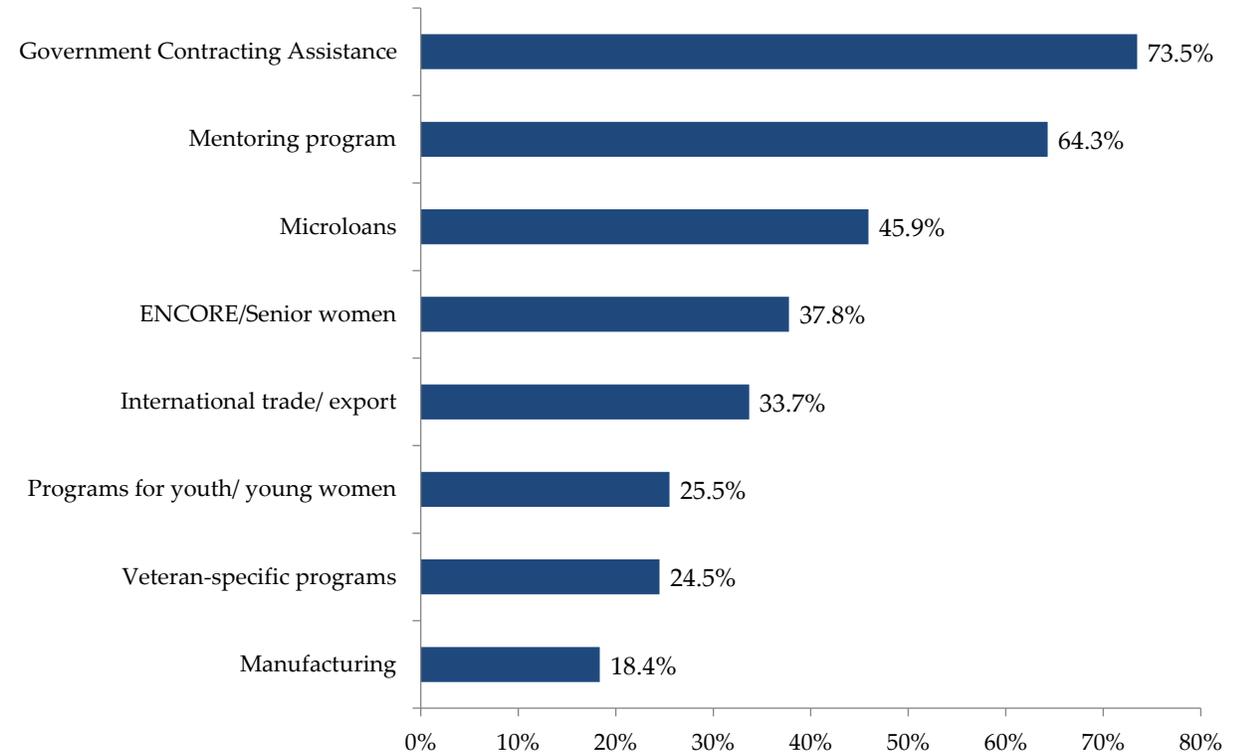
# WBC POPULATION ANALYSIS

## Technical Services Offered



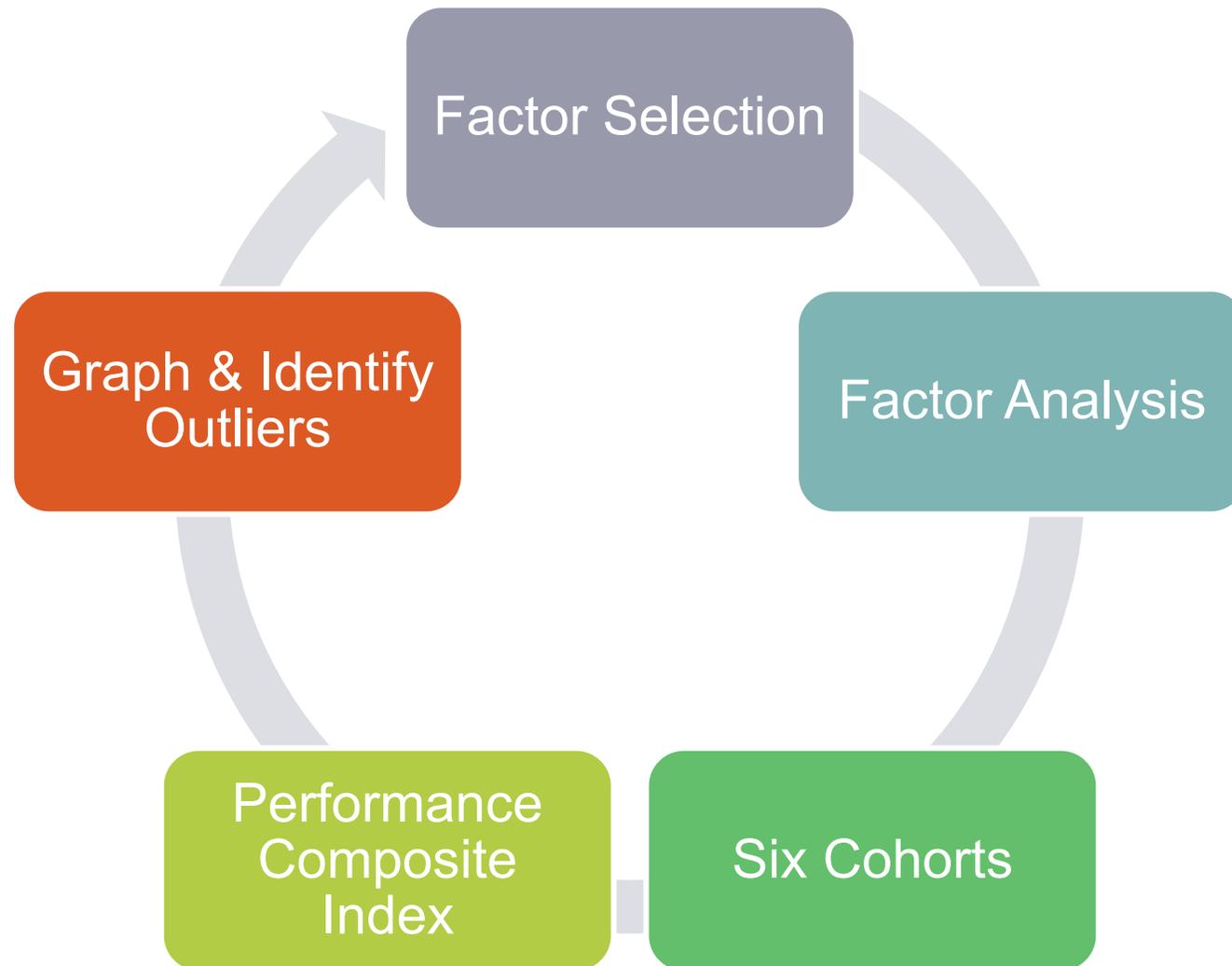
Source: SBA OWBO

## Training Courses Offered



Source: SBA OWBO

# COHORT IDENTIFICATION



# COHORT IDENTIFICATION

## **Step 1: Factor Selection:**

Similar WBCs that share characteristics of two to three of chosen factors.

## **Step 2: Factor Analysis:**

Hosted vs. Stand-Alone; Unemployment Rate; Population; Age of WBC

## **Step 3: Six Cohorts:**

## Cohort Characteristics

Cohort	Characteristics	Number of WBCs in cohort
1	High unemployment, population over 1 million, founded before 2010	14
2	High unemployment, population between 250,000 and 1 million, hosted	13
3	Low unemployment, population less than 250,000, founded before 2010	15
4	Founded after 2010, hosted	14
5	Low unemployment, population between 250,000 and 1 million, hosted	20
6	Founded before 2010, population between 250,000 and 1 million, stand-alone	14

Source: SBA OWBO, BLS, and ACS

# COHORT IDENTIFICATION

## Step 4: Performance Composite Index

*Total Performance Composite Index*

$$= 4 * \left[ \left( \frac{TCS_i}{Avg(TCS)} \right) * \left( \frac{1}{n} \right) \right] + \left[ \left( \frac{NBS_i}{Avg(NBS)} \right) * \left( \frac{1}{n} \right) \right] + \left[ \left( \frac{ATC_i}{Avg(ATC)} \right) * \left( \frac{1}{n} \right) \right]$$

*Where: TCS = total clients served*

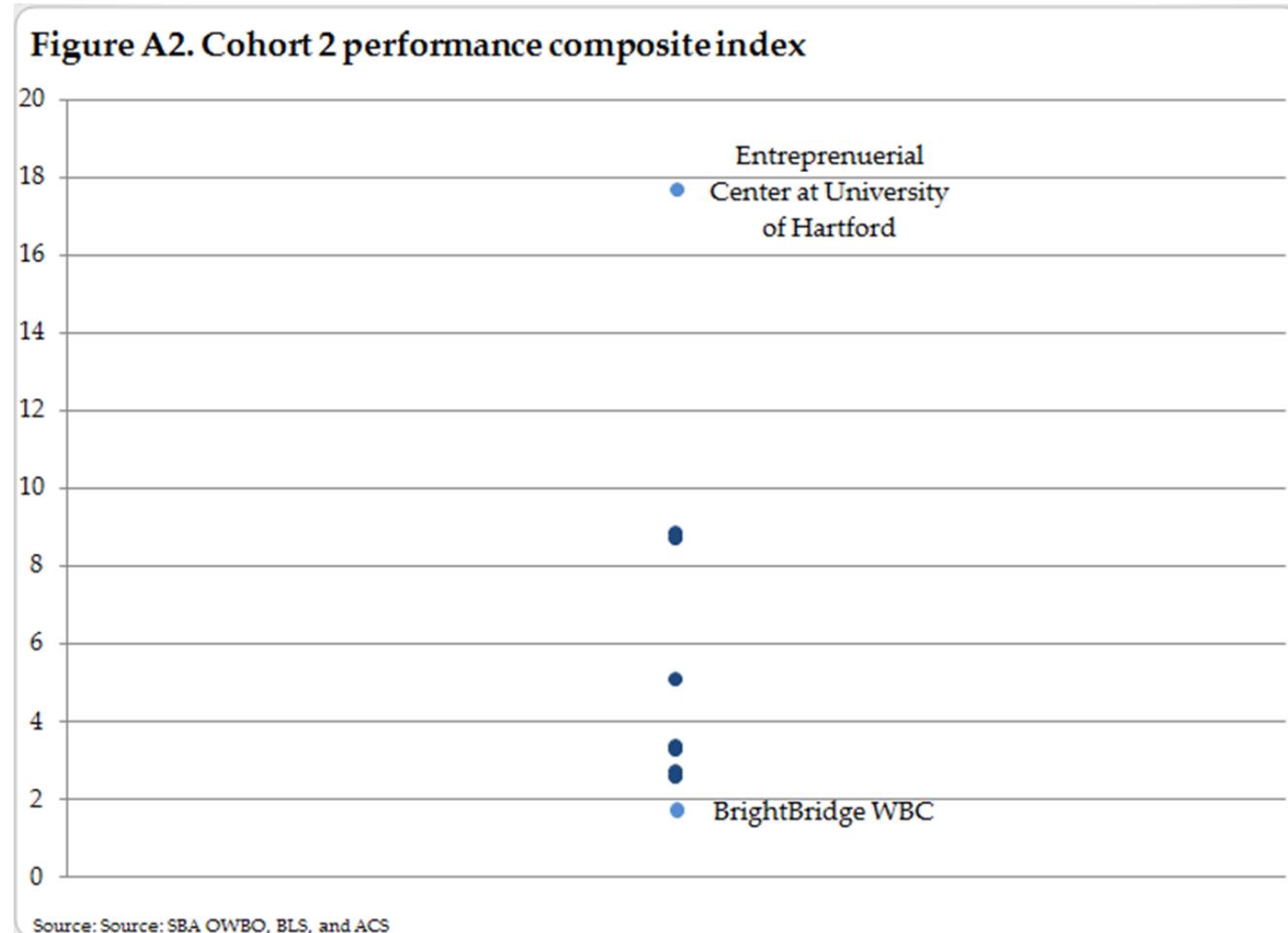
*NBS = new business starts*

*ATC = access to capital*

*For n WBCs in each cohort*

# COHORT IDENTIFICATION

## Step 5: Graph and Identify Outliers



# SURVEY RESULTS

## Non-Funding Resources

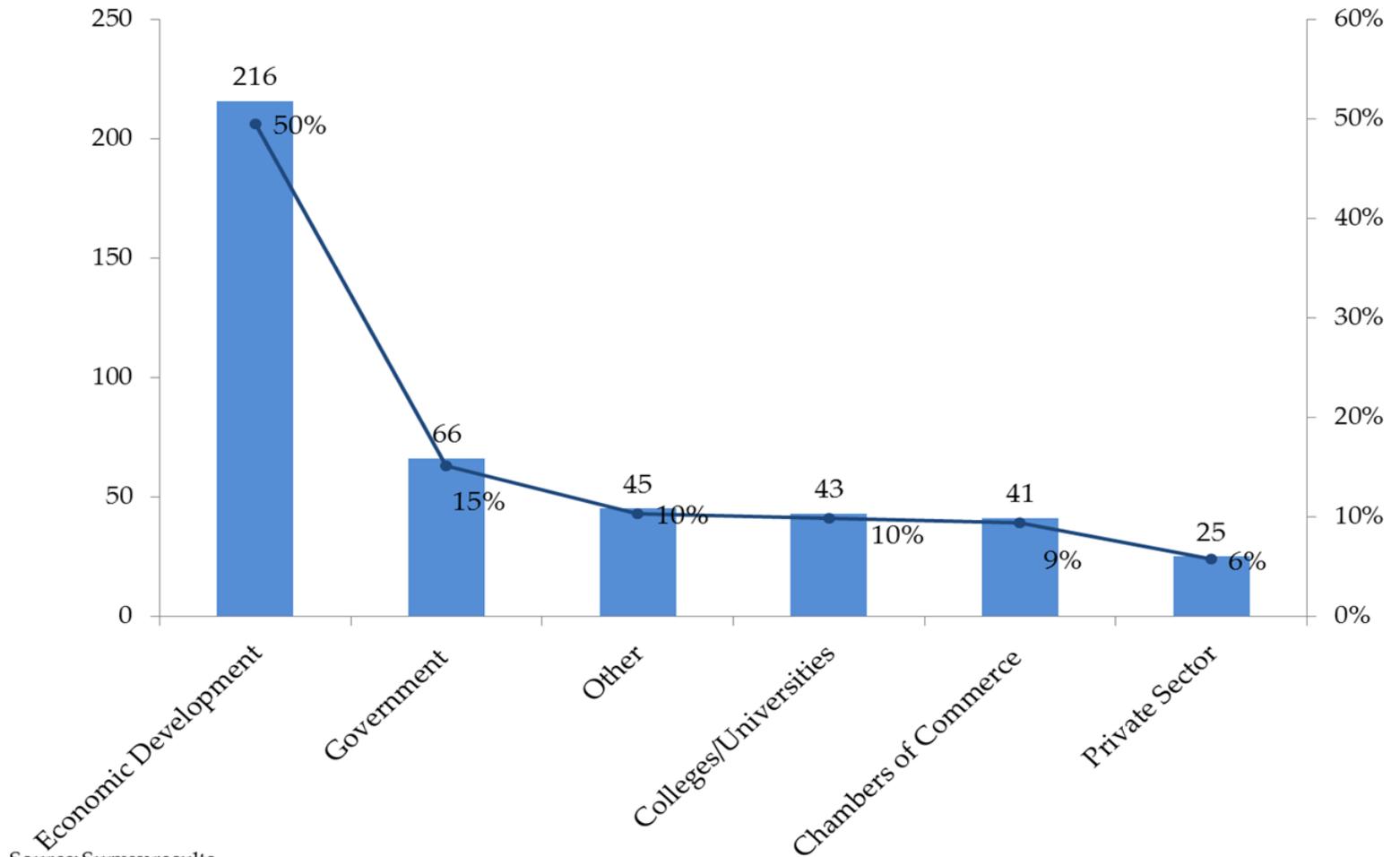
Resource	Number of mentions	Share of total mentions
Technology and online support	27	35.1%
Training and curriculum for clients	23	29.9%
Marketing and promotion	16	20.8%
Staff support and training for WBCs	15	19.5%
Best practice and standardized resources for WBCs	13	16.9%
Partnerships and collaboration	12	15.6%
Source: Survey results		



# SURVEY RESULTS

## Partnerships

Number of partnerships with WBCs



Source: Survey results

# ECONOMIC DEVELOPMENT AGENCY PARTNERSHIPS

## National

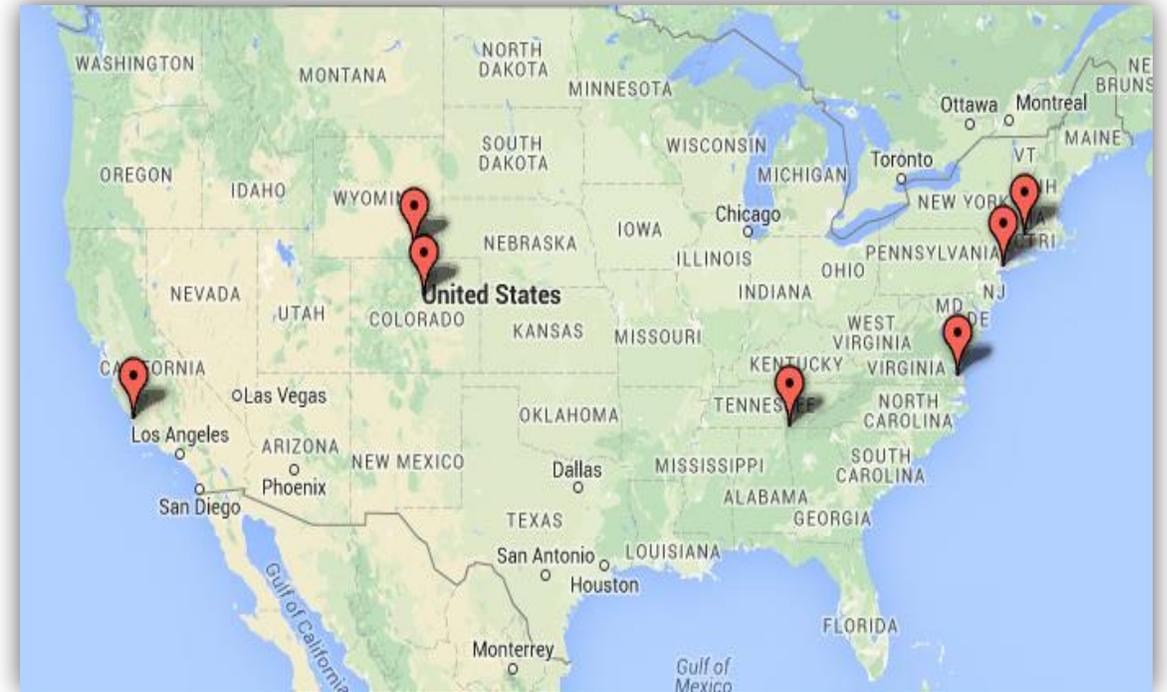
- Small Business Development Centers (SBDC)
- SCORE
- National Association of Women Business Owners (NAWBO)

## Local

- Business improvement districts
- Community development centers
- Workforce development agencies
- Economic development councils

# INTERVIEW SPOTLIGHTS

- 1. BrightBridge Women's Business Center**  
Chattanooga, TN
- 2. Denver Women's Business Center**  
Denver, CO
- 3. Entrepreneurial Center University of Hartford**  
Hartford, CT
- 4. Queens Women's Business Center**  
Queens, NY
- 5. WBC at Old Dominion University**  
Norfolk, VA
- 6. Women Business Partners Program**  
San Luis Obispo, CA
- 7. Wyoming Women's Business Center**  
Laramie, WY



# INTERVIEW RESULTS

## ▪ **Data Collection**

- WBCs interpret and report data inconsistently
- Only counts businesses started and jobs created that result from counseling
- Difficult to use/time consuming, and doesn't capture the full impact of their work

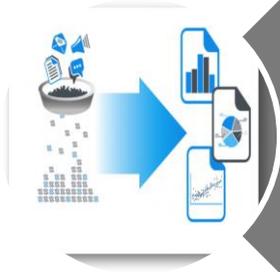
## ▪ **Association of Women's Business Centers (AWBC)**

- In general, positive interactions with the AWBC and benefits their work
- WBCs would welcome more interaction and networking opportunities

## ▪ **General Support**

- More support for new WBCs and WBC director transitions
- Facilitate sharing of best practices

# RECOMMENDATIONS



Data Collection Strategies



Performance Assessment Techniques



Programmatic Changes

# RECOMMENDATIONS

## Data Collection Strategies

1. Standardize data collection procedures and provide clarification of data reporting definitions and statistics.
2. Revise the EDMIS data collection tool in order to better capture the full impact of WBCs.
3. Track additional performance and demographic metrics.



# RECOMMENDATIONS

## Performance Assessment Techniques

1. Implement the cohort identification process discussed in the report with other defining factors, potentially leading to an alternate comparison analysis.
2. Research alternative performance comparison frameworks to apply to the WBC network.
3. Incentivize WBCs to use more program evaluation techniques.



# RECOMMENDATIONS

## Programmatic Changes

1. Expand resources and curriculum made available to new WBCs and during transitions between WBC directors.
2. Provide enriched opportunities for WBCs to engage in sharing best practices.
3. Offer a centralized database of automated templates and resources.
4. Increase technological software and hardware updates available to WBCs.



# Q & A

# CONCLUSION

## Project Deliverables:

- Comprehensive database with summary sheet highlighting key information for each WBC
- Raw survey data files on 81 survey respondents
- Audio files of 7 calls with WBC directors
- A series of recommendations to provide guidance on future decision making for WBC grant language, support offered to new WBCs, and adjustments to resources provided to existing WBCs

**THANK YOU!**