

Evaluation of Withdrawals and Terminations from SBA's All Small Mentor-Protégé Program

Final Report

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The statements, findings, and conclusions found in this study are those of the contractor and do not necessarily reflect the views of the Office of Program Performance, Analysis, and Evaluation, the United States Small Business Administration, or the United States government.

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GLOSSARY

8(a) BD program	8(a) Business Development Program
ASMPP	All Small Mentor-Protégé Program
DUNS	Data Universal Numbering System
EDWOSB	Economically Disadvantaged Women-Owned Small Business
FPDS-NG	Federal Procurement Data System–Next Generation
FY	Fiscal Year (October–September)
GPRA	Government Performance and Results Act of 1994
GPRAMA	GPRA Modernization Act of 2010
GSA	U.S. General Services Administration
HUBZone	Historically Underutilized Business Zones
JV	Joint Venture
LLC	Limited Liability Company
MP	Mentor-Protégé
MPA	Mentor-Protégé Agreement
NAICS	North American Industry Classification System
SAM	System for Award Management
SBA	U.S. Small Business Administration
SDVOSB	Service-Disabled Veteran-Owned Small Business
WOSB	Women-Owned Small Business

EXECUTIVE SUMMARY

Description of the Program

Established in 2016, after being authorized by Section 1347(b)(3) of the Small Business Jobs Act of 2010 and Section 1641 of the National Defense Authorization Act for fiscal year (FY) 2013, the All Small Mentor-Protégé Program (ASMPP) is a government-wide mentor-protégé program modeled after the U.S. Small Business Administration's (SBA) mentor-protégé program for participants in the 8(a) Business Development (BD) program. The ASMPP is designed to enhance the capabilities of protégé firms by requiring approved mentors to provide business development assistance to protégé firms and to improve the protégé firms' ability to successfully compete for federal contracts. To this end, a protégé and its approved mentor may—irrespective of the mentor's size—joint venture as a small business for any prime federal contract or subcontract, provided the protégé qualifies as small for the procurement. In addition, the joint venture (JV) may pursue any type of small business contract for which the protégé firm qualifies (i.e., contracts set aside or reserved exclusively for small business concerns, Women-Owned Small Businesses, Economically Disadvantaged Women-Owned Small Businesses, Service-Disabled Veteran-Owned Small Businesses, HUBZone small business concerns, or 8(a) Business Development Program participants).

Description of the Evaluation

The purpose of this evaluation was to assess why firms decided to withdraw their applications or voluntarily terminate their participation in the ASMPP. This evaluation investigated the factors that impacted the firms' decision to discontinue its involvement with the program and collected information on the types of improvements the SBA might consider in order to enhance the experience of program participants. The results of this evaluation will help the SBA better understand the types of challenges program participants are encountering as they work toward forming effective partnerships to compete for and win contracts in the federal marketplace. In addition, these results will give the SBA a better sense of the types of program improvements that will best serve the objectives of the ASMPP and its program participants.

The evaluation addressed the following research questions:

1. Why do accepted mentor-protégé partnerships voluntarily terminate program participation?
2. When and at what stage of the program do accepted mentor-protégé partnerships voluntarily terminate participation?
3. Why do firms voluntarily withdraw from program enrollment during the application process?
4. How can the ASMPP improve education, outreach, and intervention to ensure mentor-protégé partnerships are set up for success in the program?

To address these research questions, the evaluation utilized both quantitative and qualitative data sources:

- SBA administrative data for 1,238 protégés enrolled in the program, 989 mentor-protégé partnerships that participated in the program, and 372 protégés who responded to the annual report FY 17 through August of FY 19.

- Secondary data sources from the U.S. government’s System for Award Management (SAM) maintained by the U.S. General Services Administration (GSA).
- Information from web-based surveys administered to 17 protégés and 10 mentors who voluntarily terminated their participation, and 5 protégés who voluntarily withdrew from the program during the application process.
- Semi-structured telephone interviews with four protégés and two mentors who voluntarily terminated their participation.¹

The evaluation used a mixed methods design to conduct bivariate and descriptive analyses of the SBA administrative data, secondary data sources, and survey data, as well as qualitative data analyses of interviews with protégés and mentors. The main methodological limitation is the low response rates to the SBA annual report and to the web surveys administered by the evaluation. Therefore, we interpreted the survey results as descriptive and not fully representative of all voluntarily terminated or withdrawn mentor-protégé partnerships.

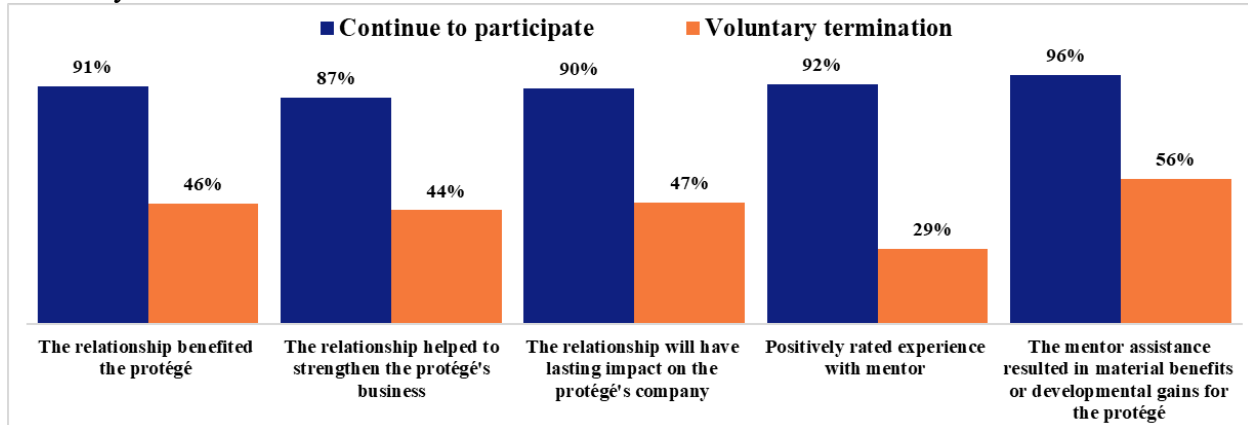
Summary of Key Findings

Based on the SBA administrative data, the number of voluntary terminations from the ASMPP trended downward from FY 17 to August of FY 19. Of the 989 partnerships, 58 (6 percent) decided to voluntarily exit the program. In 2017, 42 partnerships terminated. In the two years that followed, there were 15 terminations and 1 termination, respectively. We interpreted the declining number of terminations as a function of partnerships becoming more aligned on important factors and the program better meeting the needs of firms that enter the program. However, we considered that the newer partnerships may not have reached the maturation point where they are most likely to terminate program participation.

The findings showed that while the majority (53 percent) of the voluntary terminations were reported as mutual decisions, analysis of the survey data from protégés found higher degrees of dissatisfaction with the partnership as a primary reason to exit the program. In the graphic below, we contrast protégé satisfaction with the mentor-protégé relationship for protégés who continued in the program compared to those firms that terminated (Exhibit 1).

¹ The response rates were 29 percent for terminated protégés, 17 percent for terminated mentors, and 15 percent for withdrawn protégés. None of the contacted participants refused to participate, and the low response rates were due to nonresponse to repeated email and phone contact attempts. The low response rates likely reflect the COVID-19 lockdown of all businesses and the potential closures of some of the businesses.

Exhibit 1. Protégé satisfaction with the mentor-protégé partnership: Continued participation vs. voluntary termination



NOTE: Based on available data in the SBA annual report; supplemented by surveys with terminated protégés.

The protégés who voluntarily terminated their program participation consistently reported lower satisfaction ratings than the protégés who continued. Most pronounced of all the differences were along two dimensions as 91 percent of the protégés who continued in the program reported “The relationship benefited the protégé,” while 46 percent of the voluntarily terminated protégés reported the same response. Of the protégés who continued in the program, 92 percent reported “Positively rated experience with mentor,” while 29 percent of the terminated protégés reported the same response. These findings represent the primary factors that led partnerships to voluntarily terminate participation, with additional evidence to support these findings coming from other aspects of the research.

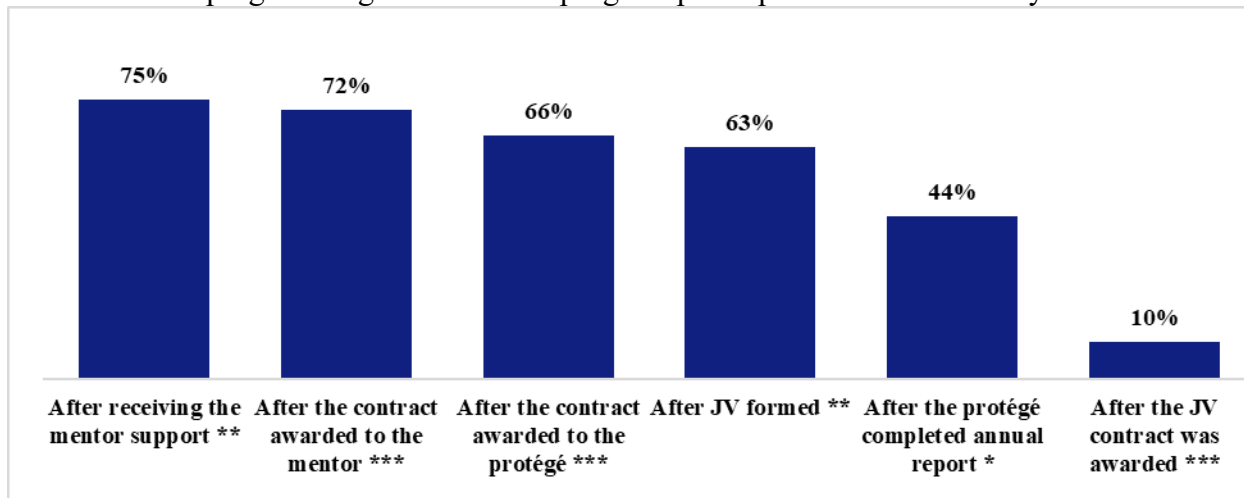
For instance, the respondent data indicated that the main drivers for voluntary program terminations centered on the benefits each party expected to gain from the partnership and the quality of the mentor-protégé relationship. Respondents most frequently cited the following factors for their voluntary terminations:

- The majority of the protégés reported not gaining expected benefits, such as forming a JV or winning a contract.
- Forty percent of the protégés cited insufficient assistance from the mentor in the form of commitments of staff, financial support, time, and other resources.
- One-third of the protégés stated that their mentor tried to take advantage of them, or the mentor focused solely on using the partnership to win contracts that benefited the mentor’s business.
- More than a quarter of the protégés and mentors described poor mentor-protégé match in terms of goals, values, beliefs, or industry type.
- One-fifth of the protégés reported having a poor mentor-protégé relationship, which included difficulties with shared leadership, collaboration, and communication.

When investigating the stage in the program when teams voluntarily terminated, the research showed that, on average, partnerships ended after 1.5 years of participation. One finding suggests the partners may have been operating, to some degree, independent of one another, and this factor may have contributed to their program termination. The evaluation found that a large proportion of the mentors (72 percent) and two-thirds of the protégés (66 percent) voluntarily

terminated participation after winning their first post-enrollment federal prime contract independent of the partner (Exhibit 2). In contrast, the findings indicate that 10 percent of the mentors and protégés voluntarily terminated participation after receiving a JV contract award, which suggests that partnerships that continued working toward a JV were less likely to terminate program participation.

Exhibit 2. The program stage at which the program participation was voluntarily terminated



NOTES: *Based on the SBA annual report data. **Based on the available annual report data supplemented with the survey. ***Based on FPDS-NG data. These stages reflect important program milestones not necessarily in chronological order.

With respect to the voluntary withdrawal from the program enrollment, of the 989 partnerships, 33 (or 3 percent) decided to voluntarily withdraw their application before receiving approval to enter the program. Of these withdrawn partnerships, eight protégés decided to reenroll into the program with a different mentor, which suggests that they found the program to be attractive. However, reenrollment would have been a missed opportunity for these protégés if they did not have the option of choosing a second mentor.

To understand why some applicants withdrew their applications during program enrollment, the research explored the quality of mentor-protégé relationships. Forty percent of protégés who withdrew reported having a poor mentor-protégé match in goals, values, and practices; difficulties developing trust with their mentor; and difficulties establishing shared leadership, decision making, collaboration, and communication. These findings mirror the results that identify why partnerships voluntarily terminate with the primary difference being that these partnerships decided to withdraw much earlier in the process.

Of the 15 voluntarily terminated and withdrawn protégés and mentors who offered suggestions for program improvements, at least 5 respondents provided the following suggestions. Some respondents recommended that the SBA prescreen mentors before allowing them entry into the program. This step would ensure that they have the required knowledge, skills, experiences, and capabilities to provide effective assistance to protégés. Thus, it may be beneficial to the mentors and protégés if the SBA could offer some assistance to improve the partner selection process. This may also involve developing screening measures, conducting mentor trainings, as well as creating additional venues for protégés to provide ongoing and real-time feedback and ratings of

their mentors. The SBA could adopt a pre-partnership screening instrument that collects the partners' expected benefits, priorities, and values. The instrument could be administered to the mentor and protégé, and the data could be used to calculate compatibility scores. Furthermore, an interactive online system could be developed to capture mentor information and gain feedback from participating partners so that enrolling protégés could make an informed decision in mentor selection.

The respondents also suggested that the SBA should create a staff position to oversee how partners adhere to the mentor-protégé agreement (MPA). The SBA could use its authority to ensure compliance with the agreement's terms and conditions. This suggestion may help prevent some larger firms from taking advantage of smaller firms. The SBA may also consider monitoring the occurrence of partnerships winning contracts independently and try to incentivize these partnerships to actively work toward forming a JV. The SBA could implement this option easily as the data currently exists as part of the SBA annual reports. The monitoring could also involve using an interactive web-based system to incorporate annual report data with secondary data sources.

In addition, respondents suggested that the SBA increase the number of allowed partnerships from the current limit of two. This increase would allow program participants an opportunity to try other partners to find the right fit and more easily switch partners if the relationship is not sufficiently beneficial. These suggestions, paired with the findings of difficulties with mentor-protégé relationship and a poor mentor-protégé match in terms of goals, values, beliefs, and practices, imply that in some instances it might be beneficial to switch partners rather than trying to resolve the issues.

Conclusions

Overall, the evaluation revealed key factors associated with ASMPP partnerships deciding to either voluntarily withdraw during the application process or terminate after a period of program participation. These factors centered on the quality of the mentor-protégé relationship and partnerships receiving expected benefits in the form of winning federal contracts and forming a JV. The logical sequence of establishing a working and functional relationship can be modeled as a prerequisite to these outcomes, especially when the consequences of the former may drive partnerships to dissolve and exit the program. Other results suggest that the stage at which partners agree to exit the program may be related to each partner's success in independently winning federal contracts.

Recommendations for Improvements to the ASMPP

- The research showed that the poor quality of the relationship between the mentor and protégé was a key factor in driving partnerships to voluntarily leave the program. To address this issue, the SBA may consider conducting a study to investigate the factors that produce successful partnerships within the ASMPP, as the current evaluation only focused on the factors associated with voluntary program withdrawals and terminations.
- The research also showed that partners who voluntarily left the program did not align on values, expectations from program participation, shared leadership, and communication. Given this finding, the SBA may consider using a prescreening instrument to assess the

alignment of potential program partners along the dimensions mentioned above to increase the compatibility of partners prior to their joining the program.

- The SBA could also monitor the occurrence of partners winning new contracts independent of the partnership, as the research showed that this finding is associated with partnerships that voluntarily terminated their program participation.
- Given the low rate of early partnership withdrawals during the application process, the SBA may want to set a withdrawal rate that is acceptable as the expected withdrawal rate, and should that rate exceed the acceptable threshold, investigate the factors that may be causing potential program participants to withdraw their application.
- Surveyed respondents suggested the creation of a staff position within the SBA that would monitor each partner's adherence to the terms and agreements of the MPA. The purpose of this new role would be to realign partners who deviate from the program's expectations for effective and well-functioning partnerships.

INTRODUCTION

Program Description

Established in 2016, after being authorized by Section 1347(b)(3) of the Small Business Jobs Act of 2010 and Section 1641 of the National Defense Authorization Act for Fiscal Year (FY) 2013, the All Small Mentor-Protégé Program (ASMPP) is a government-wide mentor-protégé program for all small business concerns modeled after the SBA's highly successful mentor-protégé program for participants in the 8(a) Business Development (BD) program. The objectives of the ASMPP are to promote access for small firms to federal government contracts; enhance business capabilities and growth potential through mentoring with experienced businesses; increase protégé wealth and create jobs through government contracts; and assist contracting officers in meeting congressionally mandated set-aside goals.

The ASMPP provides opportunities for small businesses to gain business development assistance from more experienced firms in order to improve their capabilities and, consequently, their ability to successfully compete for federal contracts.² Although not exhaustive, this assistance may include technical and/or management assistance, financial assistance in the form of equity investments and/or loans, subcontracts (either from the mentor to the protégé or from the protégé to the mentor), trade education, and/or assistance in performing prime federal contracts through joint venture (JV)³ arrangements. Concerning this last form of assistance, a protégé and its other-than-small mentor may JV as a small business for any prime federal contract or subcontract, provided the protégé qualifies as small for the procurement. The JV may pursue any type of small business contract for which the protégé firm qualifies, while also leveraging the past performance and capabilities of the mentor firm in order to pursue contracts it could not win or perform independently.

To qualify as a protégé, a company must self-certify as a small business under its primary or secondary North American Industry Classification System (NAICS) code for which it is seeking business development assistance. Applicants are also required to register in the System for Award Management (SAM) database before submitting their Mentor-Protégé Agreement (MPA).⁴ Protégés are required to evaluate and select their mentors before applying, as this is a requirement for entry into the ASMPP. The protégé may not have more than two MPAs during program participation. Any business (large or small) can act as a mentor, as long as it has the capabilities to offer the pledged assistance and is of good character. Mentors are limited to three protégés at any one time and can continue to have up to three protégés throughout the course of their program participation.

² <https://www.law.cornell.edu/cfr/text/13/125.9>

³ Pursuant to the SBA regulations, a JV is an association of individuals and/or concerns with interests in any degree of proportion consorting to engage in and carry out no more than three specific or limited purpose business ventures for joint profit over a two- year period, for which purpose they combine their efforts, property, money, skill, or knowledge, but not on a continuing or permanent basis for conducting business generally. A JV: must be in writing and must do business under its own name; must be identified as such in the System for Award Management (SAM); may be in the form of an informal or formal partnership or exist as a separate formal legal entity; and, if it exists as a separate formal legal entity, may not be populated with individuals intended to perform contracts awarded to the JV (i.e., the JV may have its own separate employees to perform administrative functions, but may not have its own separate employees to perform contracts awarded to the JV). 13 C.F.R. § 121.103(h).

⁴ SAM is a portal used by the federal government in conducting the acquisition and financial assistance processes.

The MPA may last up to three years, and then it may be extended for another three years. An MPA must specify the type of assistance the protégé is requesting from the mentor, the assistance that the mentor is going to provide, the time frame for the assistance, and performance measures, which can include the successful pursuit of federal contracts, gaining a line of credit, and receiving certification of qualifications, as well as other customized specifications by the partnership. A business plan must also be submitted to the SBA with the application, which demonstrates the alignment of partnership goals for the MPA. On the anniversary of its approval date, the protégé must submit a report to the SBA for the preceding year that describes the actual program participation experiences and outcomes as they relate to the MPA. The protégé is also responsible for reporting the formation of the JV, awarded JV contracts, awarded contracts and subcontracts independent of the mentor, satisfaction with the mentor-protégé (MP) relationship, etc.

Research Objectives

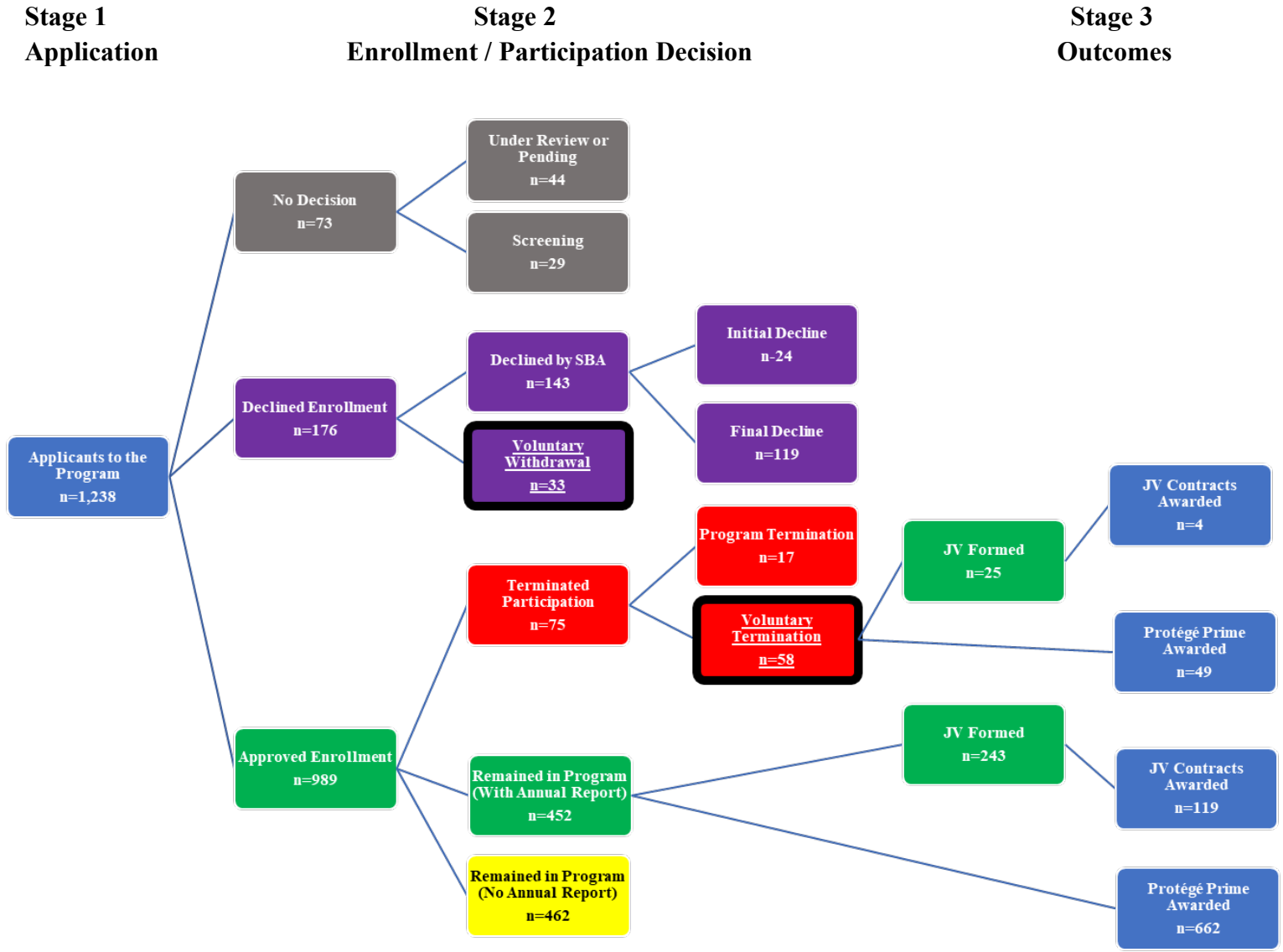
The objective of this evaluation is to determine why firms withdraw their applications from consideration during the application process and to examine why partnerships voluntarily terminate from the program after approval. The results of this evaluation will provide the SBA with a better understanding of the factors that produce these outcomes, and thereby enable the SBA to implement mitigations that can prevent and/or reduce the incidence of application withdrawals and program terminations. In addition, the results will produce some useful descriptive insights by comparing partnerships that continue program participation to partnerships that terminate program participation to highlight the differences between these partnerships. The results will also include a set of recommended improvements to the ASMPP based on the results.

This evaluation examined the two groups of ASMPP enrollees and participants: 1) voluntary withdrawals, and 2) voluntary terminations (Exhibit 1). Voluntary withdrawals are cases when the protégé submitted the application, on behalf of the partnership, but then requested to withdraw it from consideration, on behalf of the partnership. Voluntary terminations occur when the partnership's application and MPA were accepted and approved by the SBA, the firms participated in the program, and then both firms voluntarily left the program, by either one party requesting the stoppage or both parties mutually agreeing to cease participation.

The ASMPP pipeline presented in Exhibit 1 shows the flow of program enrollment, participation, outputs, and outcomes as of August 2019. Once applicants submit an application, they may either be approved or denied program enrollment based on the agency's application and MPA review. At the time that we received the data for the evaluation, there were still unresolved cases, and these cases were placed in a queue for review under the "no decision" label. Before the SBA reviews an application, it screens it for completeness ("screening"), and once that process is complete, the SBA places the application "under review or pending." Where the SBA declines an MPA, the protégé may request reconsideration of the initial decision. As part of this request, the protégé may revise the proposed MPA and provide any additional information and documentation in support of its application. If, on reconsideration, the SBA again declines the application, the partnership may not submit another application for a period of 60 days from the date of the final declination decision. Alternatively, enrollees can voluntarily withdraw from the application process at any time.

Once enrolled in the program, the SBA can terminate the MP participation for a few reasons, including not completing the annual review, the mentor not providing the assistance agreed upon in the MPA, or any other unfulfilled obligations. The SBA categorizes this as “program termination.” From the side of the participants, ending the partnership is also possible. Teams can voluntarily terminate their participation, either mutually or individually as the mentor or protégé. Even with terminated participation, however, due to the time spent in the program before leaving, it is possible that teams could still receive positive program outcomes. Contracts awarded to the individual team members or the JV formed by the team members can continue to complete previously awarded contracts, although they would not be eligible for new small business contracts under the exclusion provided to the JV under the ASMPP.

Exhibit 1. The flow of program enrollment, participation, outputs, and outcomes FY 17 through FY 19 (as of August 2019)



NOTE: Based on the SBA status data file and case information data file as of August 2019. Boxes with underlines and bold outlines are the main focus of the evaluation

The evaluation addressed the following research questions:

1. Why do accepted mentor-protégé teams voluntarily terminate program participation?
2. When and at what stage of the program do accepted mentor-protégé teams voluntarily terminate program participation?
3. Why do firms voluntarily withdraw from program enrollment after submitting applications?
4. How can the ASMPP improve education, outreach, and intervention to ensure mentor-protégé teams are set up for success in the program?

Data Sources and Analyses

The data to evaluate the ASMPP included complementary sources of the SBA administrative data, secondary data sources from the U.S. federal government, and primary data obtained from web-based surveys and semi-structured telephone interviews with mentors and protégés who withdrew or terminated from the program.

The evaluation relied on the following quantitative and qualitative data sources.

- **SBA Administrative Data**

- *Status data file*: tracks 1,238 protégés enrolled in the program in FY 17 through August of FY 19. It includes key variables such as application submission date, protégé and mentor firm names, Data Universal Numbering System (DUNS), status (approved, withdrew, pending, etc.), and status decision date.
- *Case information data file*: tracks 989 protégés participating in the program in FY 17 through August of FY 19. It contains key variables such as the application approval date, protégé and mentor firm names, DUNS, flags for previous ASMPP participation, assistance types expected from the mentor, and termination type and date.
- *Mentor-Protégé annual report file*: tracks 372 protégés' program participation experiences and outcomes in FY 17 through August of FY 19. It contains detailed descriptions of protégés' program participation with key variables that include protégé and mentor firm names and DUNS, assistance types expected and received from the mentor, hours of assistance received, satisfaction with the mentor-protégé partnership, benefits received from the partnership, JV formed and their DUNS, and the time it took to prepare for and complete the annual report. The information provided by protégés is on an annual basis and starts with their initiation into the program.

- **Secondary Data Sources**

- *Federal Procurement Data System–Next Generation (FPDS-NG)*: is a single source for U.S. government-wide procurement data and the central repository of information on federal contracting, maintained by the U.S. General Services Administration (GSA). It contains detailed information for federal contract awards. The relevant data elements include the date, number, and dollar value of federal contracts awarded, as well as types of awards (subcontracting plan, set-aside, multiyear, indefinite delivery vehicles).
- *System for Award Management (SAM)*: is a government-wide portal maintained by the GSA and used by the federal government to capture pertinent information federal contracts awarded to vendors. It contains detailed information on each contractor's procurements and financial transactions. Other data elements include the firm's age, primary industry, security level, type (e.g., for-profit, Limited Liability Companies),

ownership (e.g., women, Woman Owned Small Business, Economically Disadvantaged Women Owned Small Business), SBA certifications (8(a), HUBZone, etc.), size (number of employees, annual revenue), and the firm's contact information and DUNS number.

- **Primary Data Collection⁵**

- The evaluation team conducted surveys of 17 protégés and 10 mentors who voluntarily terminated their ASMPP participation. Key topics included: the party initiating the program termination; the reasons for termination; the ratings of various aspects of the mentor-protégé partnership quality and effectiveness; ratings on the satisfaction with assistance provided by the mentor, protégé, and the SBA during the program participation; and suggestions for program improvement.
- The evaluation also included semi-structured qualitative interviews with four protégés and two mentors who voluntarily terminated ASMPP participation. Key topics included: reasons and rationale for voluntary termination; barriers and facilitators to program participation; ratings of assistance that the mentor, protégé, and the SBA provided during the program participation; and suggestions for program improvement.
- The evaluation team conducted surveys with five protégés who voluntarily withdrew from the ASMPP during the application process. Key topics included: the party initiating the withdrawal; the reasons for voluntary withdrawal; the ratings of various aspects of the MP partnership quality and effectiveness; the ratings of assistance provided by the mentor and the SBA during the program enrollment; and suggestions for program improvement.

To address the research questions, the evaluation used a mixed methods design to conduct bivariate and descriptive analyses of the SBA administrative data, secondary data for the federal procurements, and primary data collected from web surveys. We conducted qualitative data analyses on the semi-structured interview data that we collected from mentors and protégés.

- The analyses of the SBA administrative data identified the proportion of partnerships that voluntarily terminated program participation or voluntarily withdrew from program enrollment, the average time to termination, and the program stage at which the partnerships voluntarily terminated their participation. The SBA data were also used to compare the program participation experiences of terminated and continued-to-participate protégés, and these comparisons highlighted differences in the partners' satisfaction with the mentor-protégé partnership and the formation of JVs.
- We merged the FPDS-NG data based on the DUNS reported in the SBA data and used these data to compare the number and dollar amount of prime federal contracts independent of the partner and the JV contracts.
- We used the analyses of the web surveys to describe the reasons for program withdrawals and terminations, the ratings of the assistance provided by mentors and the SBA, and to report the suggestions for program improvement. The web survey data also supplemented the SBA annual report data for the measures of satisfaction with the mentor-protégé partnership and assistance expected and received from the mentor by the protégé.

⁵ Protégés who terminated had a 29 percent response rate, mentors who terminated had a 17 percent response rate, and protégés who withdrew had a 15 percent response rate. None of the contacted participants refused to participate, and the low response rates were due to nonresponse to repeated email and phone contact attempts. The low response rates likely reflect the COVID-19 lockdown of all businesses and the potential closures of some of the businesses.

- The qualitative data analyses of the interviews with terminated protégés and mentors identified key factors influencing the program terminations and highlighted the suggestions to improve the program.

There are some important methodological limitations of the evaluation that should be considered when interpreting the results. The first limitation is the small number of voluntarily terminated (n=58) and voluntarily withdrawn (n=33) partnerships. Given the small number of program withdrawals and terminations, these data could not be used to conduct significance testing or multivariate analyses. The second limitation is the presence of the outliers or extreme values for the dollar amount of contract awards in the FPDS-NG data.⁶ For example, the descriptive results for the average value of contract awards were skewed due to the small number of cases and a few extreme contract values. The third limitation is the low response rates to the SBA annual report⁷ and to the web surveys administered by the evaluation, which limited the ability to make reliable inferences from the study's results. Therefore, most of the survey results should be interpreted as descriptive and not fully representative of all voluntarily terminated or withdrawn mentor-protégé partnerships.

⁶ To avoid introducing bias to the results by conducting extensive data management procedures, the outliers were retained in the analyses as representing the actual data used by the federal government. The sensitivity analyses were conducted to ensure that the conclusion drawn from the results were not due to the presence of the outliers. Furthermore, the results presented the median and the distributional information for the contract award value, rather than relying only on average values.

⁷ Out of 677 protégés who participated in the program in FY 17 through FY 18, 372 (55%) responded to the annual report (Appendix A, Exhibit 31).

KEY FINDINGS

We organized this section by the research questions. It contains findings and results based on the analysis of responses from surveys with mentors and protégés, and comparisons between partnerships that continued in the program to those that either withdrew the applications for program consideration or terminated after some period of program participation. These reported findings and highlighted comparisons are descriptive in nature and provide useful insights from the perspectives of program participants. We report important differences as measures of association and are not to be interpreted as descriptions of causal factors. This section is organized as follows.

- Research Question 1: Why do accepted mentor-protégé teams voluntarily terminate program participation?
- Research Question 2: When and at what stage of the program do accepted mentor-protégé teams voluntarily terminate program participation?
- Research Question 3: Why do firms voluntarily withdraw from program enrollment after submitting applications?
- Research Question 4: How can the ASMPP improve education, outreach, and intervention to ensure mentor-protégé teams are set up for success in the program?
- Conclusions

Research Question 1: Reasons for Voluntary Terminations

To address this research question, the evaluation examined the proportion of terminated partnerships, the reasons for terminations, and the comparisons of program experiences of terminated and continued-to-participate protégés with respect to satisfaction with the mentor-protégé partnership, the formation of JVs, the number and value of JV contract awards, and the number and value of contracts independent of the partner.

The Magnitude of Terminations

Voluntary termination by firms in the program was small in magnitude; 6 percent of the enrolled teams voluntarily terminated their participation from FY 17 through August of FY 19 (Exhibit 2). Furthermore, 14 terminated protégés (24 percent) and 21 terminated mentors (36 percent) reenrolled into the program with other partners after voluntarily terminating their program participation.

Exhibit 2. The program participation by approval year and type

	FY 17		FY 18		FY 19 (through August)		Total	
	n	%	n	%	n	%	n	%
Voluntary termination	42	13%	15	4%	1	0%	58	6%
Program termination	16	5%	1	0%	0	0%	17	2%
Continue to Participate	272	82%	331	95%	311	100%	914	92%
Total	330	100%	347	100%	312	100%	989	100%

NOTE: Based on the SBA case information data file.

Rationale for Voluntary Termination

The majority of partnerships (53 percent) were terminated by mutual agreement (Exhibit 3).

Exhibit 3. The party initiating the voluntary program termination

	Protégé Survey Respondent		Mentor Survey Respondent		Total	
	n	%	n	%	n	%
The party initiating the voluntary program termination						
Protégé	9	45%	1	10%	10	33%
Mentor	2	10%	2	20%	4	13%
Mutual	9	45%	7	70%	16	53%
Total	20	100%	10	100%	30	100%

NOTE: Based on protégé and mentor surveys (two teams with both surveys).

The data collected from the protégé and mentor surveys and interviews indicated that the main drivers for voluntary program terminations centered on insufficient benefits each partner gained from the partnership and the poor quality of the mentor-protégé relationship. The majority of the protégés (60 percent) and one-fifth of the mentors noted that the main reason for the termination was not gaining expected benefits, such as forming the JV or winning a contract. In addition, one-fifth of the protégés and approximately one-third of the mentors (30 percent) reported not gaining new skills, knowledge, or organizational capacities. Furthermore, 40 percent of protégés stated that they did not receive sufficient assistance from the mentor (e.g., inadequate commitments of staff, financial assistance, time, and other non-specified resources needed for the business management and contracting).⁸

Another set of frequently reported reasons for termination involved poor mentor-protégé relationships. One-fifth of the mentors and protégés reported difficulties trusting the partner and difficulties with shared leadership, collaboration, and communication. About a third of the mentors and protégés stated that poor mentor-protégé match in terms of goals, values, and beliefs was the reason for the termination. A third of protégés also reported that their mentor was trying to take advantage of them. Furthermore, nearly a third of mentors noted difficulties managing the strategic action business plan specified in the MPA. The qualitative interviews highlighted the importance of the business growth plan, which suggested that both firms needed to effectively set goals, implement tasks, and monitor their partnership, its best practices, knowledge learned, and issues encountered.

These reasons for the termination of the ASMPP participation were congruent with the research literature on the key components of successful strategic alliance for business partnerships. These factors included the fit in values, goals, and practices; trust between partners; commitments of resources and assistance to one another; clearly defined roles and responsibilities of partners; increased skills and organizational capacities as a result of learning and collaboration

⁸ For the detailed survey results, see Appendix A, Exhibit 24.

experiences; and business benefits received from the partnership.⁹⁻¹⁰⁻¹¹⁻¹²⁻¹³⁻¹⁴⁻¹⁵⁻¹⁶⁻¹⁷ The insufficient assistance from the mentor, limited benefits gained from the partnership, and poor mentor-protégé relationship were further explored and corroborated by the results presented below.

Insufficient Assistance from the Mentor

The importance of the issue of insufficient assistance from the mentor as a driver of the voluntary terminations was further supported by the results of the analyses of the SBA annual report data for the types of assistance a protégé expected and received from the mentor. Compared with continue-to-participate protégés, protégés who voluntarily terminated participation were more likely to report receiving no assistance (5 percent vs. 25 percent); receiving, on average, a smaller number of assistance types (three vs. two); and receiving fewer hours of assistance (594 vs. 169 hours¹⁸).¹⁹ Voluntarily terminated protégés were also less likely to report receiving various types of mentor assistance than protégés who continued to participate in the program (Exhibit 4).

⁹ Gulati, R. (1995). Does familiarity breed trust? The implications of repeated ties for contractual choice in alliances. *Academy of Management Journal*, 38(1): 85-112.

¹⁰ Kale, P., and Singh, H. (2007). Building firm capabilities through learning: The role of the alliance learning process in alliance capability and firm-level alliance success. *Strategic Management Journal*, 28(10): 981-1000.

¹¹ Gomes, E., Barnes, B.R., and Mahmood, T. (2016). A 22-year review of strategic alliance research in the leading management journals. *International Business Review*, 25(1): 15-27.

¹² Parmigiani, A., and Rivera-Santos, M. (2011). Clearing a path through the forest: A meta-review of interorganizational relationships. *Journal of Management*, 37(4): 1108-1136.

¹³ Kale, P., and Singh, H. (2009). Managing strategic alliances: What do we know now, and where do we go from here? *Academy of Management Perspectives*, 23(3): 45-62.

¹⁴ Schreiner, M., Kale, P., and Corsten, D. (2009). What really is alliance management capability and how does it impact alliance outcomes and success? *Strategic Management Journal*, 30(13): 1395-1419.

¹⁵ Bierly, P.E., and Gallagher, S. (2007). Explaining alliance partner selection: Fit, trust and strategic expediency. *Long Range Planning*, 40(2): 134-153.

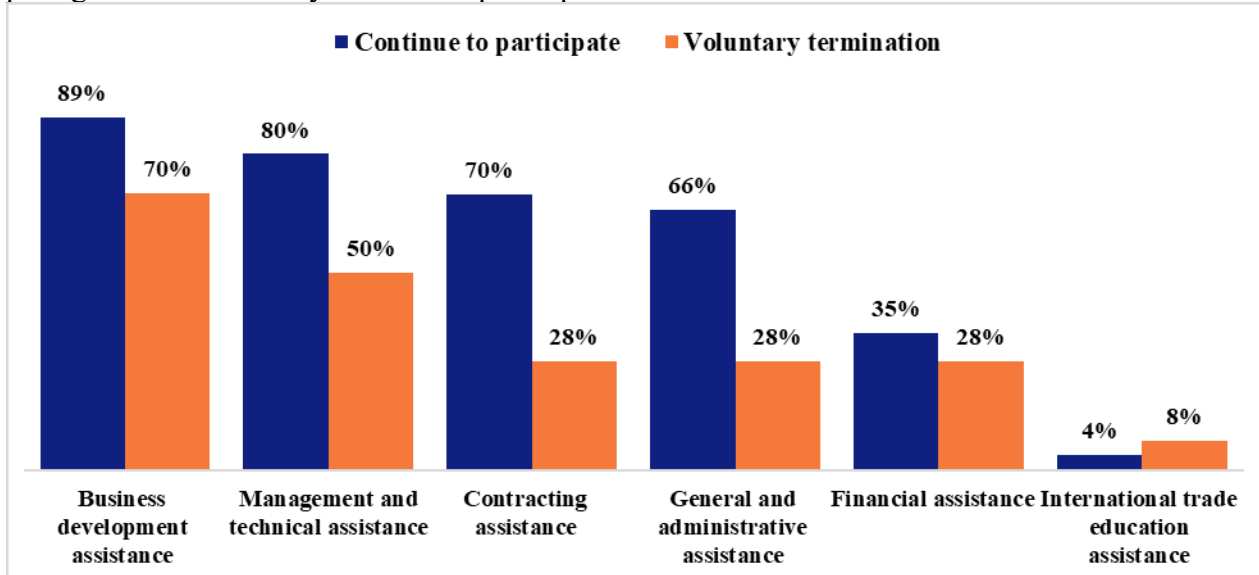
¹⁶ Shah, R.H., and Swaminathan, V. (2008). Factors influencing partner selection in strategic alliances: The moderating role of alliance context. *Strategic Management Journal*, 29(5): 471-494.

¹⁷ Kohtamäki, M., Rabetino, R., and Möller, K. (2018). Alliance capabilities: A systematic review and future research directions. *Industrial Marketing Management*, 68: 188-201.

¹⁸ Among those who received any assistance from the mentor.

¹⁹ For the detailed results, see Appendix A, Exhibits 28 and 29.

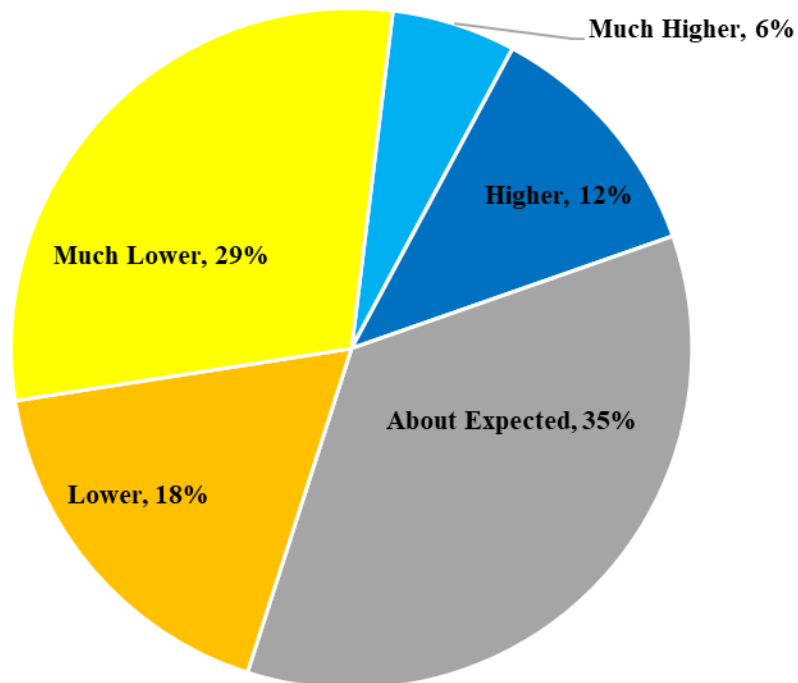
Exhibit 4. Assistance received from the mentor for protégés who continued participation vs. protégés who voluntarily terminated participation



NOTES: Based on available data in the SBA annual report; supplemented by surveys with terminated protégés (40 terminated and 340 continue-to-participate protégés). See Appendix A, Exhibit 29.

Furthermore, almost half of protégés who voluntarily terminated participation reported that the level of assistance provided by the mentor was lower or much lower than expected (Exhibit 5).

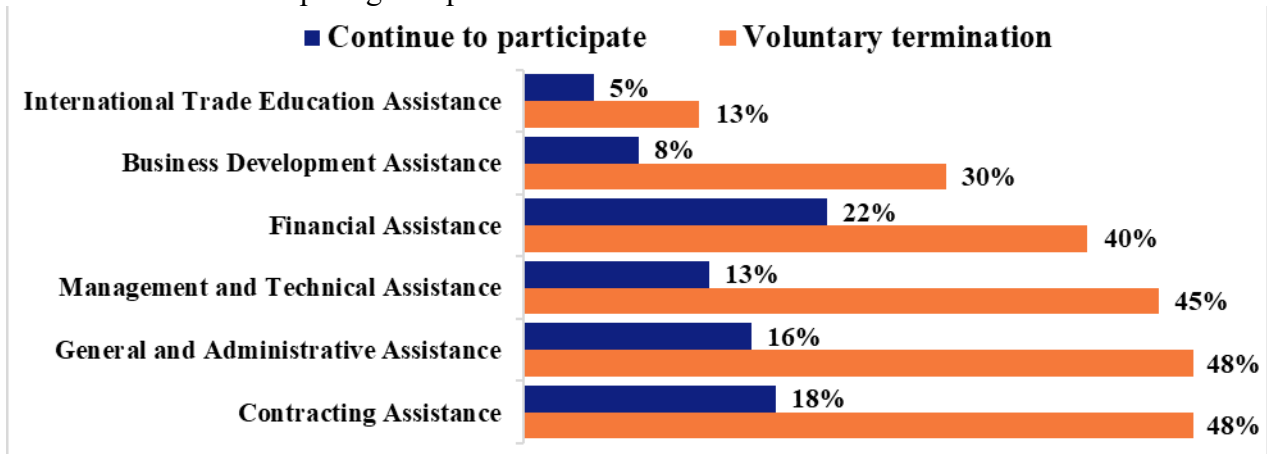
Exhibit 5. The level of assistance provided by the mentor aligned with expectations of terminated protégés



NOTE: Based on available data in the 17 quantitative web based surveys.

The terminated protégés who responded to the SBA annual report indicated that they received less assistance from their mentors, but this finding is also supported by the survey data, which showed a larger gap in expected vs. received assistance when comparing protégés who voluntarily terminated to those protégés who continued program participation (Exhibit 6). The largest gaps in expected vs. received assistance were for business management, administrative, and contracting assistance types.

Exhibit 6. Assistance protégés expected but did not receive from mentors

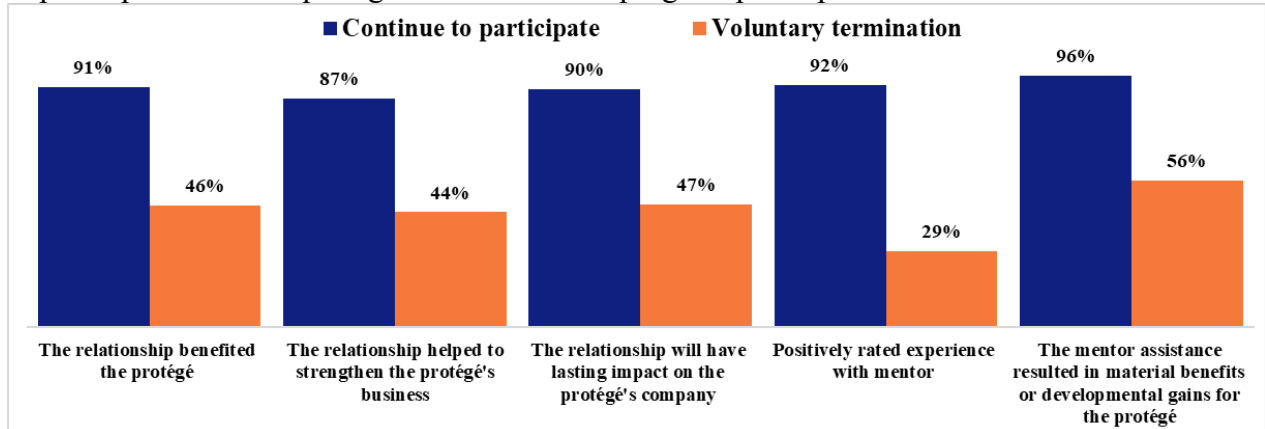


NOTES: Based on available data in the SBA annual report; supplemented by surveys with terminated protégés (40 terminated and 340 continue-to-participate protégés). See Appendix A, Exhibit 30.

Poor Mentor-Protégé Relationship

The results of the analyses of the SBA annual report for the protégés’ ratings of satisfaction with various aspects of the partnership corroborated the issue of poor mentor-protégé relationship as the key rational for voluntary termination. Voluntarily terminated protégés reported much lower satisfaction with the partnership than protégés who continued to participate (see Exhibit 7). The largest difference appeared in the rating that the mentor-provided assistance resulted in material benefits or developmental gains for the protégé. These results also supported the main reasons for protégés’ voluntarily terminating participation due to not receiving sufficient assistance from the mentor and not gaining expected benefits from the partnership.

Exhibit 7. Protégé satisfaction with the mentor-protégé partnership, for protégés that continued to participate vs. those protégés that terminated program participation



NOTE: Based on available data in the SBA annual report; supplemented by surveys with terminated protégés.

Insufficient Benefits of the Partnership

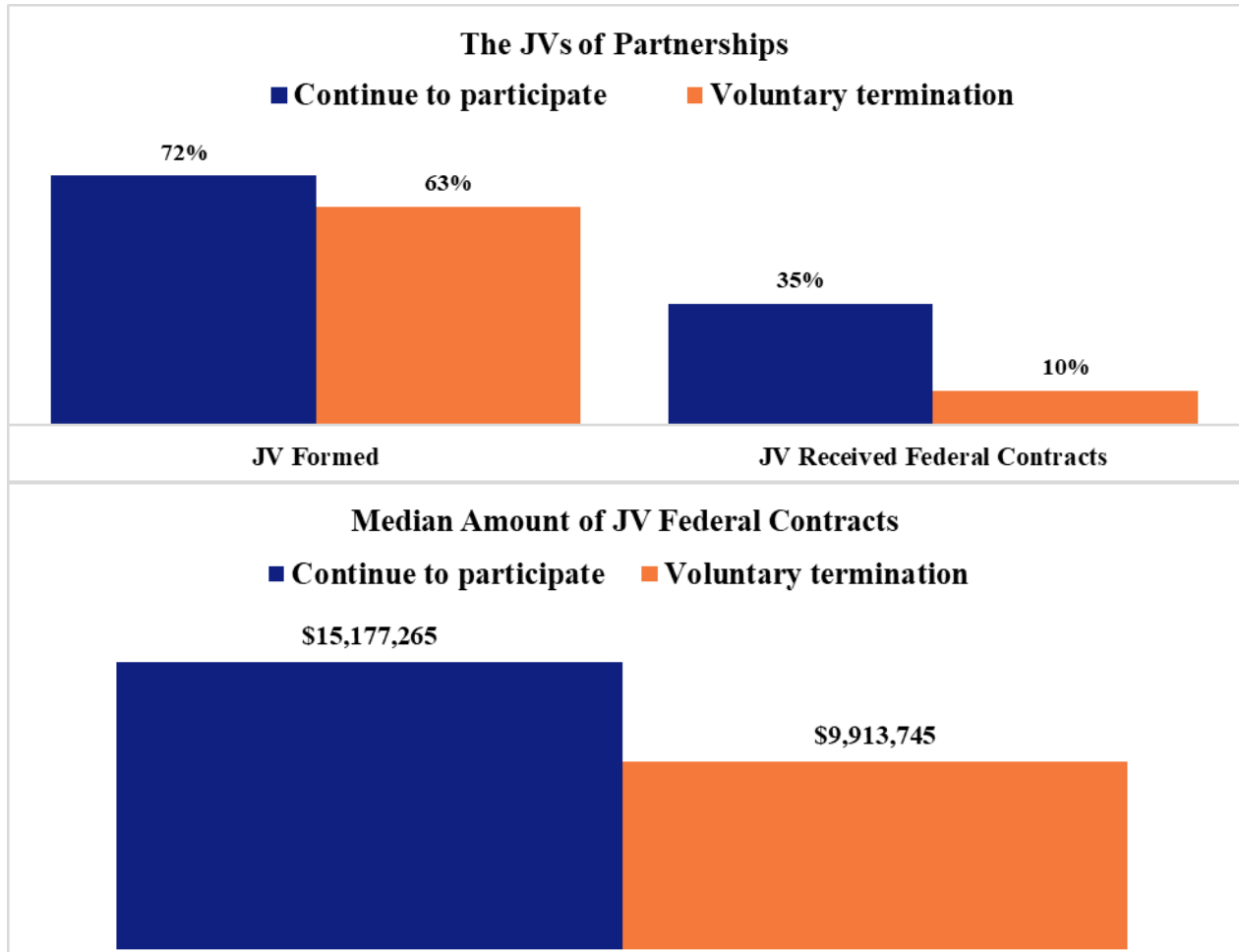
The ASMPP is expected to expand a protégé’s skills and capacities to independently bid on and win federal contracts, and form with the mentor a JV that could bid on and win federal contracts.²⁰ Given these expected benefits of the program, the evaluation used the SBA annual report data, supplemented with secondary data sources from the federal government, to compare voluntarily terminated and continued-to-participate protégés with respect to forming JVs, obtaining JV contracts, and winning prime federal contracts independent of the partner. Results revealed that voluntarily terminated protégés had lower levels of these program benefits than protégés who continued to participate in the ASMPP.

Joint Ventures

Compared to protégés who continued participation, voluntarily terminated protégés were less likely to form JVs and receive JV contracts, and also won JV contracts with smaller values while enrolled in the program (see Exhibit 8).

²⁰ SBA. The All Small Mentor-Protégé Program: DoD MARC Workshop. November 2018. <https://business.defense.gov/Portals/57/SBA%20All%20Small%20Mentor-Protége%20Program%20Update%20-%20Sandra%20Clifford.pdf>

Exhibit 8. The JVs of partnerships: Partnerships that continued participation vs. partnerships that voluntarily terminated participation



NOTES: JVs formed are based on available data in the SBA annual report; supplemented by surveys with terminated protégés (40 terminated and 340 continue-to-participate protégés). JV awards are based on FPDS-NG data.

Federal Awards

The voluntarily terminated protégés seem to have difficulties winning prime contracts independent of the mentor during the program participation period. Protégés who terminated participation took, on average, 87 days longer to win their first prime award after ASMPP enrollment than protégés who continued to participate (Exhibit 9). A quarter of the voluntarily terminated protégés spent almost a year in the program without receiving any prime contract awards.

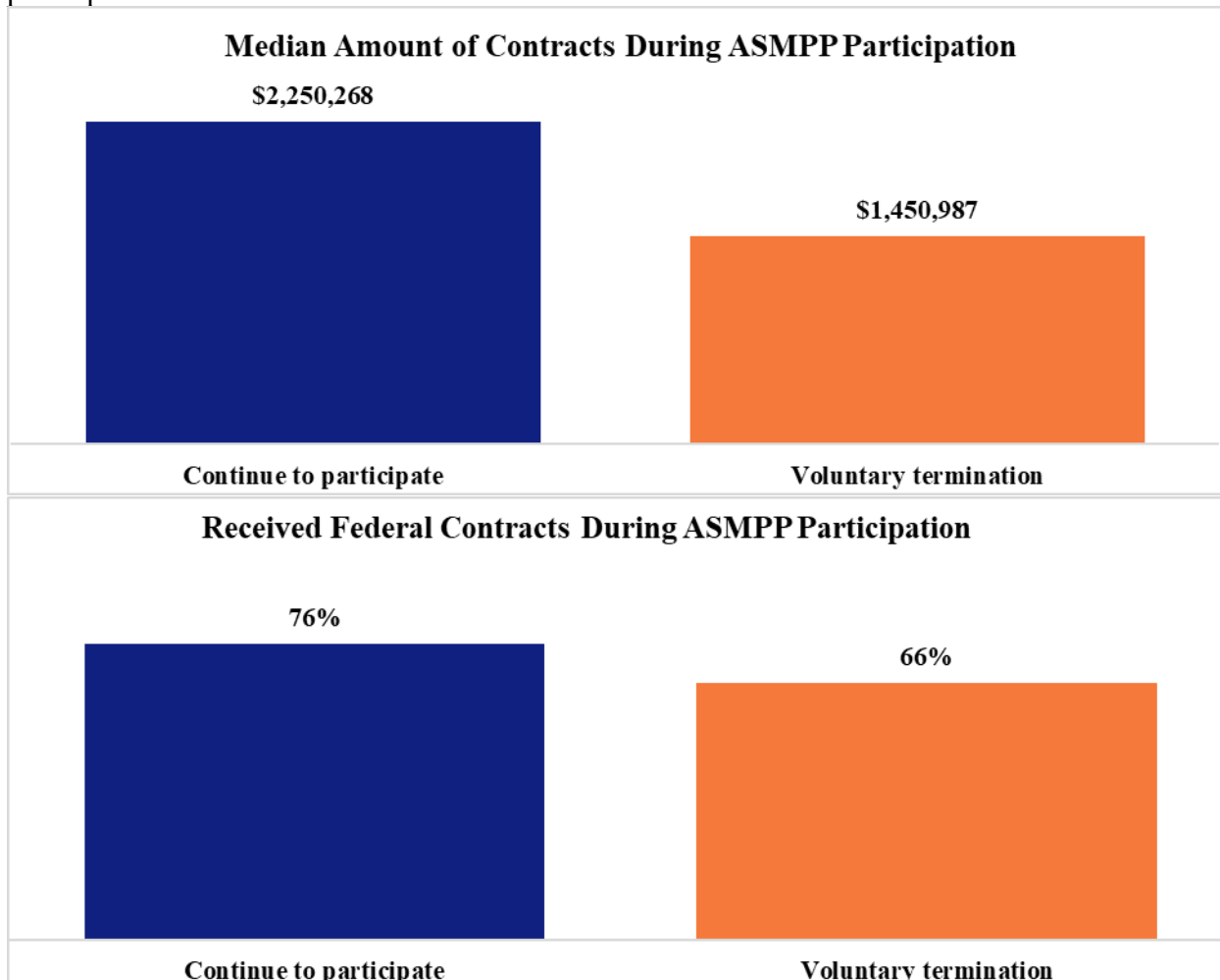
Exhibit 9. The protégé time to the first post-enrollment contract award, by participation

	Continue to participate	Voluntary termination
Average of days to contract award	151	238
25 th percentile	22	41
Median	83	183
75 th percentile	188	335
Total number of protégés	876	58

NOTE: Based on FPDS-NG data.

Protégés who voluntarily terminated participation were also less likely to receive any prime awards independent of the mentor and won awards with a smaller dollar value (see Exhibit 10).

Exhibit 10. The federal contracts during the program participation period for protégés, by participation



NOTES: Based on FPDS-NG data (58 terminated and 875 continue-to-participate protégés). See Appendix A, Exhibits 37 and 43.

Research Question 2: Program Stage of Terminations

To address this research question, the evaluation used the SBA administrative data to examine the average time to termination and the program stage at which the participants voluntarily terminated their participation.

The Program Stage at Termination

Average time to termination was about a year and a half, and a quarter of partnerships terminated after more than two years in the program (Exhibit 8). In comparison, partnerships that continued to participate in the program spent, on average, two months less in the program than voluntarily terminated partnerships (Exhibit 11). This finding may be due to continued program expansion as the program has added more than 300 participants each fiscal year, as well as reflect the reduction in terminations during FY 17 through FY 19 (Exhibit 2 in the previous section).

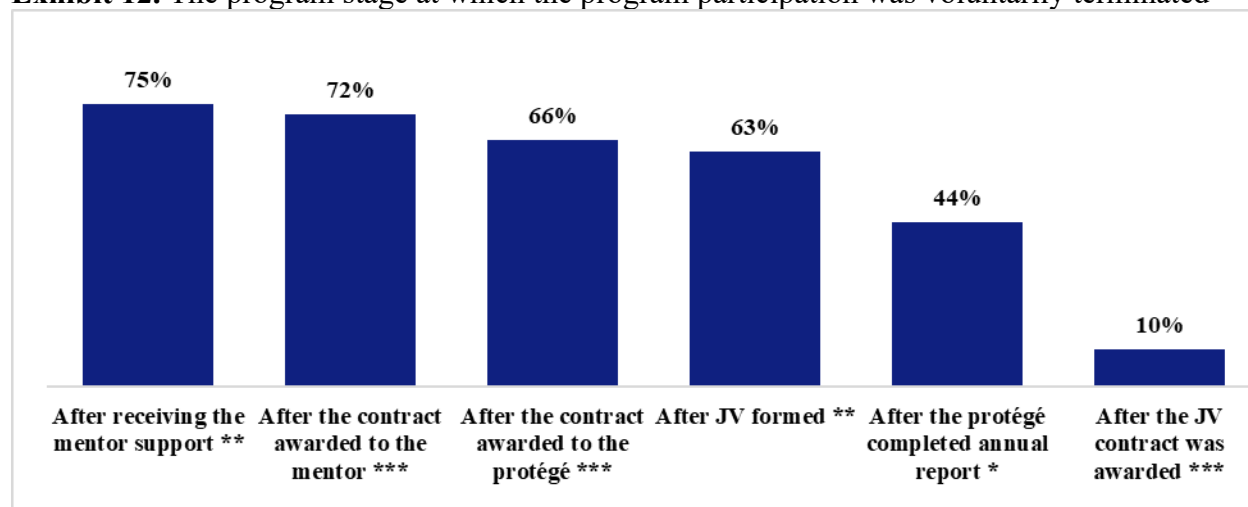
Exhibit 11. Months spent in the program

	Continue to participate	Voluntary termination
Average	16	18
25 th percentile	7	11
Median	17	18
75 th percentile	25	26
Total number of partnerships	914	58

NOTE: Based on the SBA case information data file.

These results suggest that terminated partnerships tend to spend sufficient time participating in the program and may have gained some benefits during this period in the form of receiving some assistance from the mentor and winning new contracts. Approximately 75 percent of protégés received some assistance from their mentor before program termination (Exhibit 12). A majority of the mentors (72 percent) and two-thirds of the protégés (66 percent) terminated participation after winning their first post-enrollment federal prime contract award independent of the partner. More than a third of partnerships voluntarily terminated their participation after forming the JV. However, only 10 percent terminated participation after getting the JV contract award. This finding suggests that partnerships that continue program participation to the point of forming a successful JV that wins a contract are less likely to terminate program participation.

Exhibit 12. The program stage at which the program participation was voluntarily terminated



NOTES: *Based on the SBA annual report data. **Based on the available annual report data supplemented with the survey. ***Based on FPDS-NG data. These stages reflect important program milestones not necessarily in chronological order.

Research Question 3: Reasons for Voluntary Withdrawals

To address this question, the evaluation analyzed the survey data collected from mentors and protégés to examine the factors involved in partnerships’ decision to withdraw their applications during the program enrollment period.

The Magnitude of Program Withdrawal

Voluntary program withdrawal during enrollment was small relative to the total number of applications. Of the 1,238 applications between FYs 2017 through August 2019, participants voluntarily withdrew fewer than 3 percent of applications (see Exhibit 13). Furthermore, 24 percent of withdrawn protégés reenrolled into the program with other mentors. When one

considers the re-enrollment factor, the actual withdrawal rate reduces from 3 percent to a net rate of 2 percent.

Exhibit 13. The mentor-protégé applications by year and type

	FY 17		FY 18		FY 19		Total	
	n	%	n	%	n	%	n	%
Voluntarily withdrew	10	3%	13	3%	10	2%	33	3%
Pending	0	0%	0	0%	73	18%	73	6%
Declined	30	8%	58	13%	55	13%	143	12%
Approved and enrolled	357	90%	361	84%	271	66%	989	80%
Total	397	100%	432	100%	409	100%	1,238	100%

NOTE: Based on the case information administrative data.

Rationale for Voluntary Withdrawal of Enrollment

There were five withdrawn protégés who responded to the survey and reported issues with program enrollment process and reasons for withdrawing from enrollment. Overall, the issues were comparable to those reported by mentors and protégés who voluntarily terminated. Two of the withdrawn protégés reported having a poor mentor-protégé match in terms of goals, values, and practices; difficulties developing trust with the mentor; and difficulties establishing shared leadership, decision making, collaboration, and communication. Three protégés reported that they received insufficient assistance from the SBA during the application process. These results further suggest that the issue of the quality of the mentor-protégé relationship is the key driver of establishing and maintaining a productive and successful partnership.

Research Question 4: Suggestions for the ASMPP Improvements

We asked mentors and protégés to provide suggestions for improving the ASMPP to ensure that partnerships successfully enroll, continue to participate, and gain expected benefits from the program. Of the 15 terminated and withdrawn protégés and mentors who offered suggestions for the program improvements, at least 5 provided the following suggestions.

The first recommendation, suggested by five protégés, was to assess, train, and certify mentors before program participation to ensure that they have sufficient knowledge, skills, experiences, capabilities, and the relevant background to provide assistance to protégés. One protégé suggested maintaining a pool of verified and trained mentors who have previously successfully partnered with protégés in the ASMPP or other programs. These recommendations, together with the findings that terminated protégés received insufficient assistance from their mentors, suggest the importance of developing procedures and processes for selecting mentors, collecting ongoing feedback from the participants, and sharing best practices. These may involve developing screening measures, conducting mentor trainings, as well as creating additional venues for protégés to provide ongoing and real-time feedback and ratings of their mentors.

For example, the SBA could adopt a pre-partnership screening instrument that collects the partners’ expected benefits, priorities, and values. The instrument could be designed to include background information and references that each partner could share with one another to help them in their decision to form a partnership. By acquiring some information on the background and skill level of the mentor, this information could help assess the fit between the protégé and the mentor. The instrument could be administered to the mentor and protégé, and the data could be used to calculate compatibility scores. Potential partners could use the scores to assist in their

decision to move forward with an application, or the scores could be used to indicate where each party can expect to encounter difficulties should they move forward or decide to move in opposite directions. The prescreening instrument could be integrated into the interactive system to provide a tool for protégés to select their mentors based on detailed information for characteristics and experiences of mentors and their businesses, ratings and reviews of mentors from their protégés, compatibility scores, and other factors.

Another suggestion, offered by five respondents, was for the SBA to provide more oversight and enforcement of the MPA to ensure compliance with the terms and conditions of the agreement. Four respondents also stated that they wanted the SBA to take a larger role in mediation of issues and difficulties with the MP relationship. These recommendations, together with the findings of terminated partnerships not gaining expected benefits from the program and some instances where the mentor was purportedly trying to take advantage of the protégé, suggest the importance of promptly and proactively identifying and resolving these issues. This may require creating venues for participants to provide real-time feedback regarding their partnership experiences and outcomes, which will allow the SBA to monitor and promptly respond to emerging issues. Four program participants who reported that they had difficulties reaching the SBA when they experienced difficulties with their partnership supported this suggestion. As previously discussed, the interactive system and other venues that provide ongoing feedback regarding partnership experiences could be used to monitor and proactively identify participants who might be at risk for voluntary termination.

An interactive online system could be developed to capture real-time feedback information from enrolling and participating partners. This system could also be designed to provide automated reports to partners and the SBA about areas for improvement, as well as the areas where the partners are excelling and developing best practices. The primary purpose of this system would be to allow timely feedback to the partners and the SBA regarding the partnership, which may present an opportunity for partners and the SBA to take actions to resolve perceived differences and issues of insufficient assistance prior to partners reaching a decision to voluntarily terminate from the program. This system could also serve as a data driven record of the strengths and weaknesses of the mentor and be used to assess the mentor's likelihood for successful partnerships in the future. This system may also be used to identify mentors with poor ratings, who may require additional training and greater involvement with other mentors to learn about and acquire best practices. The importance of developing an interactive, user-friendly system to track ongoing enrollment and participation experiences was further highlighted by the results of the low response rate to the SBA annual report.²¹ Therefore, although the SBA is collecting some data on the program experiences and outcomes of the protégés, these data collection processes could be improved and designed for more effective utilization via the real-time reporting and monitoring of the program implementation and outcomes.

In addition, six respondents suggested increasing the number of allowed partnerships from the current limit of two. This increase would allow program participants an opportunity to try other partners to find the right fit and more easily switch partners if the relationship is not sufficiently

²¹ Of all participants, 27 percent reported that it took them more than four hours to prepare information for the annual report, and an additional 14 percent reported that it took more than four hours to complete the report in addition to the preparation hours (Appendix A, Exhibit 31).

beneficial. Respondents also mentioned that it may take a few MPAs to find the one that works best, and the two-partnerships limit prevents them from engaging in a new partnership. One respondent recommended a limit to the number of years a small business can participate in the program (regardless of the number of mentors) rather than a limit on the number of mentors a small business can have. These suggestions, paired with the findings of difficulties with a mentor-protégé relationship and a poor mentor-protégé match in terms of goals, values, beliefs, and practices, imply that in some instances, it might be beneficial to switch partners rather than trying to resolve the issues. Establishing the optimal number of partnerships beyond the current limit of two may require the SBA to conduct some pilot testing to assess if increasing the current limit on partnerships will in fact improve partnership fidelity and reduce voluntary terminations.

CONCLUSIONS

Overall, the evaluation reveals key factors associated with ASMPP partnerships deciding to either voluntarily withdraw during the application process or terminate after a period of program participation. These factors centered on the quality of the mentor-protégé relationship and partnerships receiving expected benefits in the form of winning federal contracts and forming a JV. The logical sequence of establishing a working and functional relationship can be modeled as a prerequisite to these outcomes, especially when the consequences of the former may drive partnerships to dissolve and exit the program. Other results suggest that the stage at which partners agree to exit the program may be related to each partner's success in independently winning federal contracts.

Program Implications for the ASMPP: Research Question 1

The findings for this research question indicate that partnerships voluntarily terminated because of the quality of the relationship between the mentor and protégé. Fifty-three percent of the partnerships agreed on a mutual termination, 47 percent of the terminated protégés rated the level of assistance provided by the mentor as lower or much lower than expected, 28 percent of the terminated protégés reported having a positive experience with their mentor, and 44 percent of the terminated protégés rated the mentor-protégé relationship as strengthening the protégé's business.

In addition, the research shows that protégés who voluntarily terminated from the program were less than satisfied with the level of assistance they received from their mentor. Forty percent of the terminated protégés reported receiving insufficient assistance from their mentor in the form of inadequate commitments of staff, financial assistance, and time. Twenty-five percent of the terminated protégés also reported receiving no assistance from their mentor. When contrasting the protégés who continued with the program to those protégés that voluntarily terminated their participation, the research showed much larger proportions of the terminated protégés expecting, but not receiving mentor assistance in areas such as business development, financial assistance management, and technical and contracting assistance.

These findings indicate that the drivers for program termination are centered on the quality of the relationship between the mentor and protégé and the protégé's expectations regarding the level and types of assistance provided by the mentor. As a result of these findings, the SBA may want

to give some priority to improving the quality of the mentor-protégé relationship as a means to reducing the likelihood of voluntary program terminations. To better assist the SBA with this recommendation would require a more rigorous evaluation that focuses on the inputs and outcomes of successful partnerships as opposed to solely utilizing data from respondents who voluntarily terminated or withdrew from program participation.

A successful partnership depends on the mutually agreed upon expectations of both parties. We know that protégés can choose their mentors and select a second mentor should the first partnership fail. Thus, it may be beneficial to the mentors and protégés if the SBA could offer some assistance to improve the partner selection process. The SBA could adopt a pre-partnership screening instrument that collects the partners' expected benefits, priorities, and values. The instrument could be administered to the mentor and protégé, and the data could be used to calculate compatibility scores. Potential partners could use the scores to assist in their decision to move forward with an application, or the scores could be used to indicate where each party can expect to encounter difficulties should they move forward or decide to move in opposite directions. However, special consideration would need to be given to selecting the right survey respondent for the mentor firm where multiple individuals may have a role in the ASMPP. Conversely, it is highly likely that the business owner for the protégé firm will be the sole respondent for the pre-partnership survey. A prescreening instrument could allow potential partners to vet their expectations, inform them of areas that may need resolution, and use the compatibility scores to reach informed decisions about the best path forward regarding forming a partnership.

Program Implications for the ASMPP: Research Question 2

The evaluation findings indicate that, on average, partnerships are terminating about 1.5 years after program enrollment. However, the findings also indicate that a large percentage of partners voluntarily terminate program participation after winning their first post-enrollment contract independent of their partner. The findings for the second research question highlight that 72 percent of the mentors and 66 percent of the protégés terminate after independently winning their first contract. We interpret this finding as once both partners achieved early success by working independent of the partnership, the incentive to continue in the partnership became less valuable.

Given the findings regarding the decisions to voluntarily terminate and partners winning contracts independently, the SBA may consider monitoring the occurrence of partnerships winning contracts independently and work to incentivize these partnerships to actively work toward forming a JV. The SBA could implement this option easily as the data currently exists as part of the SBA annual reports. The monitoring could also involve using the interactive web-based system, described above. The program staff could send a summary of this evaluation along with other written materials as evidence that partnerships that continue to work in unison achieve their stated goals and in the near term outperform partnerships that voluntarily terminate from the program.

Program Implications for the ASMPP: Research Question 3

The evaluation results for this research question indicate that 3 percent of the applicants withdrew their applications before receiving approval to join the program. In addition, of the 3 percent of applicants that withdrew early, 24 percent decided to reenroll into the program with

another partner. Given the budding formation of the potential partnership and the likelihood that potential partners are just formulating their expectations for what it means to be successful in the program, the SBA may consider accepting the net withdrawal rate of 2 percent (accounting for the reenrollment rate of 24 percent) as a reasonable and acceptable withdrawal rate for new applicants. Moreover, if the withdrawal rate increases above some acceptable threshold (e.g., 5 percent), then the SBA may want to examine both the participant and program factors that may be driving the trend upward.

Program Implications for the ASMPP: Research Question 4

The first suggestion from surveyed respondents asks that the SBA screen potential mentors prior to their participation in the ASMPP. By acquiring some information on the background and skill level of the mentor, this information could help assess the fit between the protégé and the mentor. The SBA could use the same prescreening instrument proposed in the section on program implications for Research Question 1. The instrument could be designed to include background information and references that each partner could share with one another to help them in their decision to form a partnership.

The second suggestion focuses on the SBA creating an oversight role to ensure that partners comply with the terms and conditions of the MPA. While this suggestion emanated from a few protégés, one can expect that these types of differences between larger more experienced firms and smaller firms will likely occur in the future and will require some type of intervention. It may be more advantageous to invest in a feedback system that allows partners to address and work through issues and differences, as opposed to intervening when the problem may be beyond repair. A proactive approach to problem identification and resolution could be beneficial to help the partners understand the perspectives of one another, while overseeing and enforcing partners' adherence to an MPA may require additional interventions that could hinder the partnership's ability to reach resolutions on their own accord.

The final suggestion focuses on the SBA increasing the number of allowed partnerships beyond the current limit of two. This suggestion could potentially reap the benefits of the proposed screening instrument and the early problem identification procedure as well. If partners learn about the background, skills, and needs of one another, coupled with reaching amicable resolutions to problems, then this could remove the need to increase the limit on program partnerships.

APPENDIX A. DETAILED TABLES OF THE RESULTS

VOLUNTARY WITHDRAWALS OF ASMPP APPLICATIONS

Exhibit 1. The mentor-protégé applications by year and by type

	FY 17		FY 18		FY 19		Total	
	n	%	n	%	n	%	n	%
Voluntary withdrew	10	2.5%	13	3.0%	10	2.4%	33	2.7%
Pending	0	0.0%	0	0.0%	73	17.8%	73	5.9%
Declined	30	7.6%	58	13.4%	55	13.4%	143	11.6%
Approved and enrolled	357	89.9%	361	83.6%	271	66.3%	989	79.9%
Total	397	100.0%	432	100.0%	409	100.0%	1238	100.0%

NOTE 1: Based on the case information administrative data.

NOTE 2: The date of withdrawal was missing for 26 of voluntarily withdrawn applications.

NOTE 3: 12.6% (n=156) of applications were submitted by the same protégé two or three times (77 protégés).

Exhibit 2. The size of protégé firms with and without voluntary withdrawal

	Enrolled		Voluntary withdrawal		TOTAL	
	n	stats	n	stats	n	stats
Average number of employees before enrollment	989	30.4	33	33.7	1,022	30.5
Median number of employees before enrollment	989	10	33	8	1,022	10
0-1	150	15.2%	9	27.3%	159	15.6%
2-4	182	18.4%	1	3.0%	183	17.9%
5-12	214	21.6%	9	27.3%	223	21.8%
13-44	256	25.9%	6	18.2%	262	25.6%
45+	187	18.9%	8	24.2%	195	19.1%
Average annual revenue before enrollment	989	\$4,713,948	33	\$4,700,379	1,022	\$4,713,510
Median annual revenue before enrollment	989	\$1,400,000	33	\$2,314,078	1,022	\$1,423,128
\$1-\$49,999	143	14.5%	8	24.2%	151	14.8%
\$50,000-\$499,999	175	17.7%	2	6.1%	177	17.3%
\$500,000-\$1,999,999	225	22.8%	6	18.2%	231	22.6%
\$2,000,000-\$4,999,999	193	19.5%	5	15.2%	198	19.4%
\$5,000,000+	253	25.6%	12	36.4%	265	25.9%
Total	989	100.0%	33	100.0%	1,022	100.0%

NOTE: Based on SAM data.

Exhibit 3. The characteristics of protégés with and without voluntary withdrawal, before enrollment

	Enrolled		Voluntary withdrawal		TOTAL	
	n	stats	n	stats	n	stats
Average business age	989	11.90	33	11.16	1,022	11.88
Median business age	989	9.75	33	9.83	1,022	9.75
<5	211	21.3%	8	24.2%	219	21.4%
5-7	189	19.1%	5	15.2%	194	19.0%
8-11	206	20.8%	7	21.2%	213	20.8%
12-16	179	18.1%	7	21.2%	186	18.2%
17+	204	20.6%	6	18.2%	210	20.5%
Without the government security level	469	47.4%	17	51.5%	486	47.6%
Firm ownership						
Minority Owned Business	528	53.4%	24	72.7%	552	54.0%
Hispanic American Owned	121	12.2%	4	12.1%	125	12.2%
Native American Owned	113	11.4%	5	15.2%	118	11.5%
African American Owned	179	18.1%	6	18.2%	185	18.1%
Asian American Owned	65	6.6%	8	24.2%	73	7.1%
Women-Owned Business	275	27.8%	16	48.5%	291	28.5%
Economically Disadvantaged Women Small Owned Business	199	20.1%	12	36.4%	211	20.6%
Women-Owned Small Business	270	27.3%	13	39.4%	283	27.7%
Veteran Owned Business	427	43.2%	9	27.3%	436	42.7%
Service-Disabled Veteran Owned	391	39.5%	8	24.2%	399	39.0%
Firm type						
Limited Liability Company	466	47.1%	11	33.3%	477	46.7%
SBA Certified 8A Program	378	38.2%	10	30.3%	388	38.0%
Self-Certified Small Disadvantaged Business	675	68.3%	28	84.8%	703	68.8%
SBA Certified HUBZone	171	17.3%	5	15.2%	176	17.2%
Total	989	100.0%	33	100.0%	1,022	100.0%

NOTE: Based on SAM data.

VOLUNTARY TERMINATIONS OF ASMPP PARTICIPATION

Exhibit 4. The program participation by approval year and type

	FY 17		FY 18		FY 19		Total	
	n	%	n	%	n	%	n	%
Voluntary termination	42	12.7%	15	4.3%	1	0.3%	58	5.9%
Program termination	16	4.8%	1	0.3%		0.0%	17	1.7%
Continue to participate	272	82.4%	331	95.4%	311	99.7%	914	92.4%
Total	330	100.0%	347	100.0%	312	100.0%	989	100.0%

NOTE: Based on the case information data file.

Exhibit 5. Time spent in the program

	Continue to participate	Voluntary termination
Average (days)	492.6	539.3
Standard deviation	300.3	263.8
25 th percentile	199.5	318.8
Median	501.0	539.0
75 th percentile	755.0	774.5
Total	914	58

NOTE: Based on the case information data file.

Exhibit 6. The location of protégé firms with and without terminated participation

	Continue to participate		Voluntary termination		TOTAL	
	n	%	n	%	N	%
Average distance between mentor and protégé firms (miles)	913	583.67	58	697.76	971	590.48
Median distance between mentor and protégé firms (miles)	913	151.90	58	448.79	971	165.67
0-9	180	19.7%	12	20.7%	192	19.8%
10-40	189	20.7%	5	8.6%	194	20.0%
41-400	183	20.0%	11	19.0%	194	20.0%
401-1,000	166	18.2%	13	22.4%	179	18.4%
>1,000	195	21.4%	17	29.3%	212	21.8%
Total	914	100.0%	58	100.0%	972	100.0%

NOTE: Based on SAM data for enrolled cases.

Exhibit 7. The size of protégé firms with and without terminated participation, before the program

	Continue to participate		Voluntary termination		TOTAL	
	n	stats	n	stats	n	stats
Average number of employees before the program	914	27.04	58	33.26	972	27.41
Median number of employees before the program	914	9	58	8	972	9
0-1	160	17.5%	11	19.0%	171	17.6%
2-4	183	20.0%	12	20.7%	195	20.1%
5-12	193	21.1%	14	24.1%	207	21.3%
13-34	188	20.6%	9	15.5%	197	20.3%
35+	190	20.8%	12	20.7%	202	20.8%
Average annual revenue before the program	914	\$4,147,418	58	\$5,310,588	972	\$4,216,826
Median annual revenue before the program	914	1,000,000	58	1,400,000	972	1,000,000
\$1-\$49,999	161	17.6%	11	19.0%	172	17.7%
\$50,000-\$499,999	180	19.7%	12	20.7%	192	19.8%
\$500,000-\$1,999,999	213	23.3%	8	13.8%	221	22.7%
\$2,000,000-\$4,999,999	154	16.8%	12	20.7%	166	17.1%
\$5,000,000+	206	22.5%	15	25.9%	221	22.7%
Total	914	100%	58	100%	972	100%

NOTE: Based on SAM data.

Exhibit 8. The size of mentor firms with and without terminated participation, before the program

	Continue to participate		Voluntary termination		TOTAL	
	n	stats	n	stats	n	stats
Average number of employees before the program	911	5,159.62	58	8,913.76	969	5,384.33
Median number of employees before the program	911	185	58	181	969	185
<50	156	17.1%	11	19.0%	167	17.2%
50-125	176	19.3%	13	22.4%	189	19.5%
125-225	183	20.1%	9	15.5%	192	19.8%
226-499	180	19.8%	6	10.3%	186	19.2%
500+	216	23.7%	19	32.8%	235	24.3%
Average annual revenue before the program	911	\$1,368,594,319	58	\$949,965,682	969	\$1,343,537,084
Median annual revenue before the program	911	\$33,900,000	58	\$45,500,000	969	\$33,900,000
<\$11,000,000	164	18.0%	12	20.7%	176	18.2%
\$11,000,000-\$24,999,999	179	19.6%	8	13.8%	187	19.3%

	Continue to participate		Voluntary termination		TOTAL	
	n	stats	n	stats	n	stats
\$25,000,000-\$49,999,999	204	22.4%	12	20.7%	216	22.3%
\$50,000,000-\$199,999,999	201	22.1%	12	20.7%	213	22.0%
\$200,000,000+	163	17.9%	14	24.1%	177	18.3%
Total	911	100.0%	58	100.0%	969	100.0%

NOTE: based on SAM data.

Exhibit 9. The characteristics of protégé firms with and without terminated participation, before the program

	Continue to participate		Voluntary termination		TOTAL	
	n	stats	n	stats	n	stats
Average business age	914	11.91	58	12.89	972	11.97
Median business age	914	9.79	58	10.29	972	9.83
<5	194	21.2%	11	19.0%	205	21.1%
5-7	173	18.9%	12	20.7%	185	19.0%
8-11	192	21.0%	12	20.7%	204	21.0%
12-16	166	18.2%	10	17.2%	176	18.1%
17+	189	20.7%	13	22.4%	202	20.8%
Without the government security	459	50.2%	33	56.9%	492	50.6%
Firm ownership						
Minority Owned Business	491	53.7%	30	51.7%	521	53.6%
Hispanic American Owned	113	12.4%	5	8.6%	118	12.1%
Native American Owned	103	11.3%	9	15.5%	112	11.5%
African American Owned	165	18.1%	10	17.2%	175	18.0%
Asian American Owned	68	7.4%	5	8.6%	73	7.5%
Women-Owned Business	256	28.0%	18	31.0%	274	28.2%
Economically Disadvantaged Women-Owned Small Business	177	19.4%	17	29.3%	194	20.0%
Women-Owned Small Business	247	27.0%	18	31.0%	265	27.3%
Veteran Owned Business	386	42.2%	27	46.6%	413	42.5%
Service-Disabled Veteran Owned	345	37.7%	24	41.4%	369	38.0%
Firm type						
Limited Liability Company	437	47.8%	25	43.1%	462	47.5%
SBA Certified 8A Program	325	35.6%	20	34.5%	345	35.5%
Self-Certified Small Disadvantaged Business	625	68.4%	37	63.8%	662	68.1%
SBA Certified Hub Zone	124	13.6%	7	12.1%	131	13.5%
Primary industry (the economic sector)						
Professional, Scientific, and Technical Services	545	59.6%	26	44.8%	571	58.7%
Administrative and Support and Waste Management and Remediation Services	100	10.9%	10	17.2%	110	11.3%
Construction	172	18.8%	16	27.6%	188	19.3%
All other	97	10.6%	6	10.3%	103	10.6%
Total	914	100%	58	100%	972	100%

NOTE: Based on SAM data.

Exhibit 10. Characteristics of mentor firms with and without terminated participation, before the program

	Continue to participate		Voluntary termination		TOTAL	
	n	stats	n	stats	n	stats
Average business age	913	27.70	58	26.68	971	27.64
Median business age	913	22.17	58	18.25	971	22.08
<14	189	20.7%	14	24.1%	203	20.9%
14-18	162	17.7%	17	29.3%	179	18.4%
19-25	201	22.0%	7	12.1%	208	21.4%
26-39	195	21.4%	11	19.0%	206	21.2%
40+	166	18.2%	9	15.5%	175	18.0%
Without the government security level	319	34.9%	23	39.7%	342	35.2%
Firm ownership						
Minority Owned Business	269	29.5%	14	24.1%	283	29.1%
Hispanic American Owned	73	8.0%	1	1.7%	74	7.6%
Native American Owned	31	3.4%	4	6.9%	35	3.6%
African American Owned	68	7.4%	6	10.3%	74	7.6%
Asian American Owned	71	7.8%	5	8.6%	76	7.8%
Women-Owned Business	134	14.7%	12	20.7%	146	15.0%
Economically Disadvantaged Women-Owned Small Business	49	5.4%	3	5.2%	52	5.4%
Women-Owned Small Business	105	11.5%	9	15.5%	114	11.7%
Veteran Owned Business	165	18.1%	5	8.6%	170	17.5%
Service-Disabled Veteran Owned	123	13.5%	5	8.6%	128	13.2%
Firm type						
Limited Liability Company	192	21.0%	21	36.2%	213	21.9%
SBA Certified 8A Program	71	7.8%	5	8.6%	76	7.8%
Self-Certified Small Disadvantaged Business	254	27.8%	14	24.1%	268	27.6%
SBA Certified HUB ZONE	33	3.6%	3	5.2%	36	3.7%
Primary industry (the economic sector)						
Professional, Scientific, and Technical Services	480	52.7%	22	37.9%	502	51.8%
Administrative Support, Waste Management, Remediation Services	106	11.6%	11	19.0%	117	12.1%
Construction	204	22.4%	17	29.3%	221	22.8%
All other	123	13.4%	8	13.8%	131	13.4%
Total	913	100.0%	58	100.0%	971	100.0%

NOTE: Based on SAM data.

Exhibit 11. The match of protégé and mentor characteristics, with and without terminated participation

	Continue to participate		Voluntary termination	
	n	%	n	%
Mentor's firm is same age or younger than protégé	143	15.6%	15	25.9%
Mentor's firm has the same number or fewer employees than protégé	31	3.4%	4	6.9%
Mentor's firm has more than 2,000 employees than protégé	106	11.6%	12	20.7%
Metropolitan, micropolitan, small town, or rural location match	660	72.2%	40	69.0%
SBA Region match	523	57.2%	26	44.8%
DC, VA, MD match	241	26.4%	9	15.5%
Firm ownership match				
Minority Owned Business	192	21.0%	10	17.2%
Women-Owned Business	47	5.1%	9	15.5%
Veteran Owned Business	104	11.4%	2	3.4%
Firm type match				
Limited Liability Company	98	10.7%	10	17.2%
SBA Certified 8A Program	38	4.2%	3	5.2%
Self-Certified Small Disadvantaged Business	201	22.0%	12	20.7%
The primary industry match				
0 -- No match	169	18.5%	16	27.6%
1 – economic group	116	12.7%	8	13.8%
2 – economic sector	63	6.9%	5	8.6%
3 -- economic subsector	225	24.6%	6	10.3%
4 -- industry group	26	2.8%	2	3.4%
5 -- NAICS industry	66	7.2%	4	6.9%
6 -- national industry	249	27.2%	17	29.3%
Total	914	100%	58	100%

NOTE: Based on SAM data.

Exhibit 12. How protégés found the mentor, with and without terminated participation

	Continue to participate		Voluntary termination		TOTAL	
	n	%	n	%	n	%
How did you find your mentor						
Found each other independently	210	72.9%	9	31.0%	219	69.1%
Worked together previously	44	15.3%	10	34.5%	54	17.0%
Another organization/person	20	6.9%	6	20.7%	26	8.2%
Matchmaking event	13	4.5%	3	10.3%	16	5.0%
SBA	1	0.3%	1	3.4%	2	0.6%
Total	288	100.0%	29	100.0%	317	100.0%

NOTE: Based on available data annual reviews (n=9); supplemented by surveys with terminated protégés (n=20).

Exhibit 13. The party initiating the voluntary program termination

	Protégé		Mentor		Total	
	n	%	n	%	n	%
Protégé	9	45.0%	1	10.0%	10	33.3%
Mentor	2	10.0%	2	20.0%	4	13.3%
Mutual	9	45.0%	7	70.0%	16	53.3%
Total	20	100%	10	100%	30	100%

NOTE: Based on available data in protégé and mentor surveys (two teams with both surveys).

Exhibit 14. The reasons and rationale for voluntarily terminating the program participation

	Protégé		Mentor		TOTAL	
	n	%	n	%	n	%
PROGRAM EXPERIENCES						
Lack of sufficient information about the program						
Difficulties responding to the annual report						
Underestimated the level of effort and resources required to participate in the program	4	26.7%	2	20.0%	6	24.0%
Insufficient assistance or information from the SBA during the program participation	1	6.7%			1	4.0%
PARTNERSHIP EXPERIENCES						
Poor mentor-protégé match (goals, values, and beliefs)	4	26.7%	3	30.0%	7	28.0%
Insufficient technical capabilities and skills of the mentor/protégé						
Insufficient experience of the mentor/protégé	2	13.3%	1	10.0%	3	12.0%
Lack of information or confusion regarding JV operation procedures	2	13.3%			2	8.0%
Difficulties forming the JV due to the lack of a clearly defined financial structure regarding work shares and reimbursements for mentor vs. protégé	3	20.0%			3	12.0%
Difficulties with shared leadership and decision-making, collaborative relationships, and ongoing communication	3	20.0%	1	10.0%	4	16.0%
Difficulties trusting the mentor/protégé	3	20.0%	2	20.0%	5	20.0%
The mentor/protégé firm was trying to take an advantage of the other firm	5	33.3%			5	20.0%
Insufficient assistance from the mentor/protégé during the program participation						
Underestimated the level of effort and resources required for a successful partnership			1	10.0%	1	4.0%
Insufficient commitments of staff, financial, time, and other resources by the mentor/protégé	6	40.0%			6	24.0%
PROGRAM OUTCOMES						
Did not gain expected benefits, i.e. forming the JV, getting a contract	9	60.0%	2	20.0%	11	44.0%
Insufficient opportunities to gain new skills, knowledge, experiences, and capacities.	3	20.0%	3	30.0%	6	24.0%
Obtained the desired outcomes some other way, specify	2	13.3%			2	8.0%
Found another mentor/protégé	1	6.7%	1	10.0%	2	8.0%
Obtained a contract award, no need for further participation						
BUSINESS PROCESSES						
Difficulties managing and monitoring the strategic action business plan	2	13.3%	3	30.0%	5	20.0%
Difficulties obtaining recertification(s)						
The business plan has changed and the mentor/protégé agreement is no longer relevant			2	20.0%	2	8.0%
Changes in ownership or business structure, management, or control of the mentor or protégé	8	53.3%	2	20.0%	10	40.0%
The mentor firm went out of business	1	6.7%			1	4.0%
Other	2	13.3%	2	20.0%	4	16.0%
Total	15	100%	10	100%	25	100%

NOTE 1: Based on available data for surveys with protégés and mentors with terminated participation.

NOTE 2: Other responses were coded during the qualitative data analyses.

Exhibit 15. The ratings of strategic alliance of the partnership among terminated teams

	Protégé		Mentor		TOTAL	
	n	%	n	%	n	%
SHARED GOALS OF THE PARTNERSHIP						
Shared goals were clear, measurable, and feasible						
Agree	9	64.3%	6	60.0%	15	62.5%
Neutral	3	21.4%	2	20.0%	5	20.8%
Disagree	2	14.3%	2	20.0%	4	16.7%
Shared goals were mutually beneficial to partner organizations						
Agree	7	53.8%	5	50.0%	12	52.2%
Neutral	4	30.8%	4	40.0%	8	34.8%
Disagree	2	15.4%	1	10.0%	3	13.0%
STRATEGIC ACTION PLAN						
Strategic action plan articulated concrete action steps for accomplishing partnership goals						
Agree	6	42.9%	6	60.0%	12	50.0%
Neutral	5	35.7%	1	10.0%	6	25.0%
Disagree	3	21.4%	3	30.0%	6	25.0%
Strategic action plan included timeline, roles and responsibilities, and expected outcomes						
Agree	6	46.2%	6	60.0%	12	52.2%
Neutral	6	46.2%	1	10.0%	7	30.4%
Disagree	1	7.7%	3	30.0%	4	17.4%
MEASURES FOR ASSESSING PROGRESS						
Measures for assessing progress tightly aligned to partnership goals and strategic action plan						
Agree	6	46.2%	4	44.4%	10	45.5%
Neutral	4	30.8%	3	33.3%	7	31.8%
Disagree	3	23.1%	2	22.2%	5	22.7%
Measures for assessing progress engaged partnership members in assessing their own progress on a regular basis						
Agree	6	50.0%	4	44.4%	10	47.6%
Neutral	4	33.3%	3	33.3%	7	33.3%
Disagree	2	16.7%	2	22.2%	4	19.0%
SHARED LEADERSHIP						
Partnership leaders shared accountability for achieving partnership goals						
Agree	4	28.6%	5	55.6%	9	39.1%
Neutral	3	21.4%	1	11.1%	4	17.4%
Disagree	7	50.0%	3	33.3%	10	43.5%
Partnership leaders shared partnership decision-making						
Agree	4	30.8%	6	66.7%	10	45.5%
Neutral	5	38.5%	1	11.1%	6	27.3%
Disagree	4	30.8%	2	22.2%	6	27.3%
RESOURCE COMMITMENT						
Partnership leaders jointly identified resources needed to accomplish partnership goals						
Agree	7	50.0%	5	50.0%	12	50.0%
Neutral	4	28.6%	2	20.0%	6	25.0%
Disagree	3	21.4%	3	30.0%	6	25.0%
Partnership leaders contributed time, financial, and human resources necessary to accomplish partnership goals						
Agree	6	46.2%	5	55.6%	11	50.0%
Neutral	4	30.8%	2	22.2%	6	27.3%
Disagree	3	23.1%	2	22.2%	5	22.7%
Total	15	100%	10	100%	25	100%

NOTE: Based on quantitative surveys.

Exhibit 15. The ratings of strategic alliance of the partnership among terminated teams—Continued

	Protégé			Mentor		TOTAL
	n	%	n	%	n	%
COMMUNICATION TOOLS AND PROTOCOLS						
Processes for documenting and disseminating partnership meeting minutes and following up on partner action steps were in place						
Agree	6	46.2%	5	55.6%	11	50.0%
Neutral	4	30.8%	1	11.1%	5	22.7%
Disagree	3	23.1%	3	33.3%	6	27.3%
An agreed upon schedule of meeting dates, times, and locations was established						
Agree	7	50.0%	5	55.6%	12	52.2%
Neutral	3	21.4%	1	11.1%	4	17.4%
Disagree	4	28.6%	3	33.3%	7	30.4%
COLLABORATIVE RELATIONSHIPS						
Strategies to promote collaboration were intentionally embedded in partnership activities						
Agree	5	35.7%	5	55.6%	10	43.5%
Neutral	5	35.7%	3	33.3%	8	34.8%
Disagree	4	28.6%	1	11.1%	5	21.7%
Collaboration among partner organizations was characterized by regular and effective interaction						
Agree	7	50.0%	5	55.6%	12	52.2%
Neutral	3	21.4%	2	22.2%	5	21.7%
Disagree	4	28.6%	2	22.2%	6	26.1%
SUSTAINABILITY						
Strategies for building organizational capacity were in place						
Agree	8	53.3%	3	37.5%	11	47.8%
Neutral	3	20.0%	2	25.0%	5	21.7%
Disagree	4	26.7%	3	37.5%	7	30.4%
Funding strategies were ongoing to ensure the partnership continues to be a viable option for partner organizations						
Agree	7	50.0%	2	25.0%	9	40.9%
Neutral	3	21.4%	3	37.5%	6	27.3%
Disagree	4	28.6%	3	37.5%	7	31.8%
PARTNERSHIP TRUST						
People involved in our partnership trusted one another.						
Agree	9	60.0%	4	44.4%	13	54.2%
Neutral	2	13.3%	2	22.2%	4	16.7%
Disagree	4	26.7%	3	33.3%	7	29.2%
I have a lot of respect for the other people involved in our partnership.						
Agree	7	46.7%	4	44.4%	11	45.8%
Neutral	6	40.0%	3	33.3%	9	37.5%
Disagree	2	13.3%	2	22.2%	4	16.7%
Total	15	100%	10	100%	25	100%

NOTE: Based on quantitative surveys.

Exhibit 16. The program stage at which the program participation was voluntarily terminated

Program Stage	n	%
After receiving the mentor support **	30	75.0%
After the contract awarded to the mentor ***	42	72.4%
After the contract awarded to the protégé ***	38	65.5%
After JV formed **	25	62.5%
After the protégé completed annual report *	25	43.9%
After the JV contract was awarded ***	4	10.0%

NOTE *Based on the annual report data.

NOTE **Based on the available annual report data supplemented with the survey.

NOTE ***Based on FPDS-NG data.

Exhibit 17. Program participation experiences of protégés with and without terminated participation

	Continue to participate		Voluntary termination		TOTAL	
	n	%	n	%	n	%
Protégés as mentors in other ASMPP MP	37	4.0%	5	8.6%	42	4.3%
Protégés as mentors in MP other than ASMPP	17	1.9%	2	3.4%	19	2.0%
Protégés as protégé in MP other than ASMPP	31	3.4%	2	3.4%	33	3.4%
Protégés as protégé in other ASMPP MP	63	6.9%	14	24.1%	77	7.9%
Mentors as mentors in other ASMPP MP	265	29.0%	22	37.9%	287	29.5%
Mentors as protégés in ASMPP	39	4.3%	4	6.9%	43	4.4%
TOTAL	914	100%	58	100%	972	100%

NOTE: Based on case information data.

Exhibit 18. Assistance expected from the Mentor among protégés by terminated participation

	Continue to participate		Voluntary termination		TOTAL	
	n	stats	n	stats	n	stats
Management and Technical Assistance	776	88.7%	53	91.4%	829	88.9%
Financial Assistance	474	54.2%	37	63.8%	511	54.8%
Contracting Assistance	743	84.9%	43	74.1%	786	84.2%
International Trade Education Assistance	50	5.7%	6	10.3%	56	6.0%
Business Development Assistance	842	96.2%	55	94.8%	897	96.1%
General and Administrative Assistance	654	74.7%	44	75.9%	698	74.8%
Number of expected assistance types						
1 to 2	74	8.5%	7	12.1%	81	8.7%
3 to 4	449	51.3%	23	39.7%	472	50.6%
5 to 6	352	40.2%	28	48.3%	380	40.7%
Total	875	100.0%	58	100.0%	933	100.0%

NOTE: Based on the case information data file.

NOTE: Thirty-nine continue-to-participate cases had missing data for assistance and were filtered out.

Exhibit 19. Assistance received from the mentor for protégés with and without terminated participation

	Continue to participate		Voluntary termination		TOTAL	
	n	stats	n	stats	n	stats
Assistance received from the Mentor						
Business Development Assistance	303	89.1%	28	70.0%	331	87.1%
Management and Technical Assistance	272	80.0%	20	50.0%	292	76.8%
Contracting Assistance	237	69.7%	11	27.5%	248	65.3%
General and Administrative Assistance	224	65.9%	11	27.5%	235	61.8%
Financial Assistance	118	34.7%	11	27.5%	129	33.9%
International Trade Education Assistance	14	4.1%	3	7.5%	17	4.5%
Number of received assistance types						
0	16	4.7%	10	25.0%	26	6.8%
1 to 2	58	17.1%	16	40.0%	74	19.5%
3 to 4	186	54.7%	9	22.5%	195	51.3%
5 to 6	80	23.5%	5	12.5%	85	22.4%
Average number of assistance types received	340	3.4	40	2.1	380	3.3
Standard deviation	340	1.4	40	1.8	380	1.5
Average number of total assistance hours received ^A	324	594.1	30	169.2	354	558.1
Standard deviation	324	1,116.4	30	199.3	354	1,076.0
Match in number of assistance types received vs. expected						
Fewer	68	20.0%	25	62.5%	93	24.5%
The Same	83	24.4%	7	17.5%	90	23.7%
Greater	189	55.6%	8	20.0%	197	51.8%
Total	340	100%	40	100%	380	100%

NOTE 1: Based on available data annual reviews; supplemented by surveys with terminated protégés.

NOTE 2: Calculated for protégés who received mentor support.

Exhibit 20. Match in assistance types received vs. needed for protégés with and without terminated participation

The Match In Assistance Type Expected Vs. Received	Continue to participate		Voluntary termination		TOTAL	
	n	%	n	%	n	%
Management and Technical Assistance received vs. needed						
Expected but did not receive	45	13.2%	18	45.0%	63	16.6%
Matched	275	80.9%	21	52.5%	296	77.9%
Received but did not expect	20	5.9%	1	2.5%	21	5.5%
Financial Assistance received vs. needed						
Expected but did not receive	73	21.5%	16	40.0%	89	23.4%
Matched	251	73.8%	23	57.5%	274	72.1%
Received but did not expect	16	4.7%	1	2.5%	17	4.5%
Contracting Assistance received vs. needed						
Expected but did not receive	61	17.9%	19	47.5%	80	21.1%
Matched	265	77.9%	20	50.0%	285	75.0%
Received but did not expect	14	4.1%	1	2.5%	15	3.9%
International Trade Education Assistance received vs. needed						
Expected but did not receive	17	5.0%	5	12.5%	22	5.8%
Matched	317	93.2%	33	82.5%	350	92.1%
Received but did not expect	6	1.8%	2	5.0%	8	2.1%
Business Development Assistance received vs. needed						
Expected but did not receive	28	8.2%	12	30.0%	40	10.5%
Matched	300	88.2%	28	70.0%	328	86.3%

The Match In Assistance Type Expected Vs. Received	Continue to participate		Voluntary termination		TOTAL	
	n	%	n	%	n	%
Received but did not expect	12	3.5%		0.0%	12	3.2%
General and Administrative Assistance received vs. needed						
Expected but did not receive	55	16.2%	19	47.5%	74	19.5%
Matched	255	75.0%	20	50.0%	275	72.4%
Received but did not expect	30	8.8%	1	2.5%	31	8.2%
Total	340	100%	40	100%	380	100%

NOTE: Based on available data annual reviews; supplemented by surveys with terminated protégés.

Exhibit 21. The time to complete the annual report by protégés with and without terminated participation

	Continue to participate		Voluntary termination		TOTAL	
	n	%	n	%	n	%
Completed at least one Annual Report (among those with >1 year in the program)	340	56.4%	25	43.9%	365	55.3%
Time to collect information to complete the Annual Report						
Less than 2 hours	129	44.8%	6	35.3%	135	44.3%
2 - 3 hours	79	27.4%	8	47.1%	87	28.5%
4 - 6 hours	44	15.3%	2	11.8%	46	15.1%
More than 6 hours	36	12.5%	1	5.9%	37	12.1%
Time to complete the Annual Report						
Less than 2 hours	185	64.2%	9	50.0%	194	63.4%
2 - 3 hours	65	22.6%	5	27.8%	70	22.9%
4 - 6 hours	24	8.3%	1	5.6%	25	8.2%
More than 6 hours	14	4.9%	3	16.7%	17	5.6%
Total	288	100.0%	18	100.0%	306	100.0%

NOTE: Based on available data in annual reviews supplemented with surveys.

Exhibit 22. Program participation experiences of protégés with terminated participation

	n	%
The firm's status during the program termination		
Stage 1: Seed and development	1	5.6%
Stage 2: Startup	3	16.7%
Stage 3: Growth	8	44.4%
Stage 4: Expansion	3	16.7%
Stage 5: Maturity	3	16.7%
Is your firm still in business?	22	100%
The level of assistance provided by the mentor aligned with expectations		
Much Higher	1	5.9%
Higher	2	11.8%
About Expected	6	35.3%
Lower	3	17.6%
Much Lower	5	29.4%
The level of assistance provided by the SBA aligned with expectations		
Much Higher	1	6.7%
Higher	1	6.7%
About Expected	10	66.7%
Lower	2	13.3%
Much Lower	1	6.7%

NOTE: Based on available data for quantitative surveys.

Exhibit 23. The ratings of satisfaction with the MP relationship of protégés with and without terminated participation

	Continue to participate		Voluntary termination		TOTAL	
	n	%	n	%	N	%
The business skills, knowledge, and opportunities received from the MP relationship benefited the company	310	91.2%	18	46.2%	328	86.5%
Involvement in the ASMPP has helped to strengthen business	295	86.8%	17	43.6%	312	82.3%
Overall, satisfied with experiences in the ASMPP	291	85.6%	17	43.6%	308	81.3%
Mentor-Protégé relationship will have lasting impact on company	47	90.4%	14	46.7%	61	74.4%
Positively rated experience with mentor	254	92.0%	6	28.6%	260	87.5%
The mentor-provided assistance resulted in material benefits or developmental gains for the protégé	264	95.7%	5	55.6%	269	94.4%

NOTE: Based on available data annual reviews; supplemented by surveys with terminated protégés.

Exhibit 24. The JVs of protégés with and without terminated participation

	Continue to participate		Voluntary termination		TOTAL	
	n	stats	n	stats	n	stats
Joint Venture Formed ¹	243	71.5%	25	62.5%	268	70.5%
Any contracts awarded to JV ¹	90	26.5%	2	5.0%	92	24.2%
JV Received Federal contracts ²	119	35.0%	4	10.0%	123	32.4%
Average number of Federal contracts ^{2 A}	119	4.4	4	178.0	123	10.0
median	119	2.0	4	1.5	123	2.0
standard deviation	119	6.4	4	353.3	119	63.8
Average amount of Federal contracts ^{2 B}	119	\$39,394,494,740	4	\$24,806,559	119	\$38,114,179,677
median	119	\$15,177,265	4	\$9,913,745	119	\$14,929,661
standard deviation	119	\$185,863,655,155	4	\$33,812,084	119	\$182,925,754,685
Average number of employees ^{3 A}	138	163.6	7	1.0	145	2,363.0
median	138	1.0	7	45,723.1	145	1.0
standard deviation	138	1,562.9	7	120,944.7	145	26,605.2
Average annual revenue ^{3 A}	138	\$23,376,517	7	\$1,434,293,994	145	\$91,489,775
median	138	\$100.0	7	\$1,700,000.0	145	\$100.0
standard deviation	138	\$230,845,069	7	\$3,777,140,928	145	\$858,630,682
TOTAL WITH ANNUAL REPORT	340	100%	40	100%	380	100%

NOTE 1: Based on available data annual reviews; supplemented by surveys with terminated protégés.

NOTE 2: Based on available FPDS-NG data using DUNS provided in the annual report.

NOTE 3: Based on available SAM data using DUNS provided in the annual report.

NOTE A: One terminated case had 708 awards, 320,000 employees, and \$10,000,000,000 revenue.

NOTE B: Four continue-to-participate teams had JVs with awards of \$1,000,000,000,000; dropping these cases did not affect the conclusion.

Exhibit 25. The protégé time to the first post-enrollment contract award, with and without terminated participation

	Continue to participate	TERMINATION TYPE		
		Total Voluntary termination	Reenrolled	Terminated
Average of days to contract award	151.2	238.3	339.8	197.7
standard deviation	188.6	247.9	295.2	218.0
25 th percentile	21.5	41.0	68.3	39.5
median	83.0	183.0	289.5	97.0
75 th percentile	188.0	335.0	534.3	264.5
Total	876	58	14	44

NOTE 1: Based on FPDS-NG data.

NOTE 2: Thirty-eight continue-to-participate cases with more than one mentor, thus 876 unique protégés were analyzed.

Exhibit 26. The mentor time to the first post-enrollment contract, with and without terminated participation

	Continue to participate	Total Voluntary termination	Reenrolled	Voluntary termination
Average of days to contract award	81.4	127.4	153.1	113.3
standard deviation	136.2	178.4	183.1	177.1
25 th percentile	8.0	9.5	15.0	7.0
median	28.0	45.0	69.0	43.0
75 th percentile	87.8	151.5	294.0	111.5
Total	763	58	21	37

NOTE 1: Based on FPDS-NG data.

NOTE 2: One hundred fifty-one continue-to-participate cases with more than one mentor, thus 763 unique mentors were analyzed.

Exhibit 27. The protégé federal contracts with and without terminated participation based on enrollment date

	CONTINUE TO PARTICIPATE				VOLUNTARY TERMINATION			
	Before the program		After the program		Before the program		After the program	
	n	stats	n	stats	n	stats	n	stats
Received Federal contracts	520	59.4%	662	75.6%	29	50.0%	49	84.5%
Average number of Federal contracts	520	18.1	662	23.2	29	16.4	49	38.3
median	520	6.0	662	8.0	29	4.0	49	10.0
standard deviation	520	49.2	662	59.2	29	31.9	49	75.5
Average amount of Federal contracts	520	\$306,901,334	662	\$6,746,524,616	29	\$8,370,867	49	\$2,128,544,860
median	520	\$1,089,811	662	\$2,250,268	29	\$600,000	49	\$4,321,609
standard deviation	520	\$2,010,927,370	662	\$45,690,335,510	29	\$21,166,584	49	\$7,787,377,563
Received Federal Set-aside contracts	446	50.9%	585	66.8%	23	39.7%	45	77.6%
Average number of Federal Set-aside contracts	446	10.3	585	10.5	23	14.7	45	19.4
median	446	4.0	585	4.0	23	4.0	45	6.0
standard deviation	446	18.1	585	26.7	23	33.4	45	48.8
Average amount of Set-aside Federal contracts	446	\$134,565,690	585	\$2,107,847,119	23	\$7,695,473	45	\$3,388,080,295
median	446	\$984,316	585	\$2,179,871	23	\$2,831,024	45	\$3,551,495
standard deviation	446	\$1,300,415,566	585	\$20,073,248,312	23	\$11,048,867	45	\$21,277,842,427
Total	876	100%	876	100%	58	100%	58	100%

NOTE 1: Based on FPDS-NG data.

NOTE 2: Thirty-eight continue-to-participate cases with more than one mentor, thus 876 unique protégés were analyzed.

Exhibit 28. The mentor federal contracts with and without terminated participation based on enrollment date

	CONTINUE TO PARTICIPATE				VOLUNTARY TERMINATION			
	Before the program		After the program		Before the program		After the program	
	n	stats	n	stats	n	stats	n	stats
Received Federal contracts	632	82.8%	638	83.6%	43	74.1%	48	82.8%
Average number of Federal contracts	632	82.6	638	108.0	43	115.7	48	159.9
median	632	19.0	638	24.5	43	14.0	48	30.5
standard deviation	632	409.6	638	517.6	43	513.2	48	430.3
Average amount of Federal contracts	632	\$713,326,247	638	\$9,276,826,771	43	\$57,210,020	48	\$2,635,629,814
median	632	\$7,349,895	638	\$57,091,933	43	\$5,262,447	48	\$29,700,051
standard deviation	632	\$3,636,236,854	638	\$35,371,160,841	43	\$196,921,271	48	\$6,456,547,287
Received Federal Set-aside contracts	438	57.4%	424	55.6%	27	46.6%	35	60.3%
Average number of Federal Set-aside contracts	438	27.2	424	19.7	27	10.4	35	14.8
median	438	8.0	424	6.0	27	4.0	35	6.0
standard deviation	438	114.3	424	91.4	27	12.7	35	32.7
Average amount of Set-aside Federal contracts	438	\$251,944,058	424	\$10,091,951,663	27	\$61,826,101	35	\$494,833,016
median	438	\$3,464,007	424	\$15,416,529	27	\$3,373,034	35	\$25,613,477
standard deviation	438	\$3,003,371,414	424	\$76,485,658,863	27	\$159,775,627	35	\$1,373,559,852
Total	763	100%	763	100%	58	100%	58	100%

NOTE 1: Based on FPDS-NG data.

NOTE 2: One hundred fifty-one continue-to-participate cases with more than one mentor, thus 763 unique mentors were analyzed.

Exhibit 29. The time trends of protégé federal contracts with and without terminated participation based on enrollment date

	2 Years Before Enrollment		1 Year Before Enrollment		1 Year After Enrollment	
	n	stats	n	stats	n	stats
CONTINUE TO PARTICIPATE						
Received Federal contracts	322	36.8%	454	51.8%	580	66.2%
Average number of Federal contracts	322	6.8	454	11.2	580	12.9
standard deviation	322	16.2	454	33.3	580	29.5
median	322	3.0	454	4.0	580	5.0
Average amount of Federal contracts	322	\$125,000,221	454	\$538,377,388	580	\$5,751,324,016
standard deviation	322	\$1,436,364,842	454	\$3,038,743,183	580	\$48,806,716,216
median	322	\$532,139	454	\$977,232	580	\$1,257,114
Distribution (those with awards)						
>=\$0 & <\$100,000	67	20.8%	75	16.5%	84	14.5%
>=\$100,000 & <\$250,000	58	18.0%	49	10.8%	44	7.6%
>=\$250,000 & <\$1,000,000	69	21.4%	105	23.1%	132	22.8%
>=\$1,000,000 & <\$10,000,000	93	28.9%	145	31.9%	182	31.4%
>=\$10,000,000	35	10.9%	80	17.6%	138	23.8%
VOLUNTARY TERMINATION						
Received Federal contracts	20	34.5%	19	32.8%	38	65.5%
Average number of Federal contracts	20	4.3	19	12.2	38	16.7
standard deviation	20	7.2	19	17.9	38	30.5
median	20	1.5	19	6.0	38	3.5
Average amount of Federal contracts	20	\$12,338,570	19	\$6,342,819	38	\$1,517,080,155
standard deviation	20	\$30,229,401	19	\$14,687,205	38	\$8,887,675,419
median	20	\$782,581	19	\$500,000	38	\$702,643
Distribution (those with awards)						
>=\$0 & <\$100,000	4	20.0%	1	5.3%	7	18.4%
>=\$100,000 & <\$250,000	3	15.0%	3	15.8%	6	15.8%
>=\$250,000 & <\$1,000,000	4	20.0%	7	36.8%	9	23.7%
>=\$1,000,000 & <\$10,000,000	4	20.0%	4	21.1%	8	21.1%
>=\$10,000,000	5	25.0%	4	21.1%	8	21.1%

NOTE 1: Based on FPDS-NG data.

NOTE 2: Thirty-eight continue-to-participate cases with more than one mentor, thus 876 unique protégés were analyzed.

Exhibit 30. The time trends of mentor federal contracts with and without terminated participation based on enrollment date

	2 Years Before Enrollment		1 Year Before Enrollment		1 Year After Enrollment	
	n	stats	n	stats	n	stats
CONTINUE TO PARTICIPATE						
Received Federal contracts	491	64.4%	577	75.6%	624	81.8%
Average number of Federal contracts	491	18.7	577	57.7	624	73.7
standard deviation	491	76.0	577	306.3	624	322.4
median	491	4.0	577	12.0	624	17.0
Average amount of Federal contracts	491	\$420,261,265	577	\$1,003,075,545	624	\$7,642,043,826
standard deviation	491	\$4,189,696,940	577	\$6,272,520,959	624	\$35,601,432,377
median	491	\$2,329,854	577	\$5,067,206	624	\$20,164,008
Distribution (those with awards)						
>=\$0 & <\$100,000	48	9.8%	39	6.8%	25	4.0%
>=\$100,000 & <\$250,000	46	9.4%	29	5.0%	27	4.3%
>=\$250,000 & <\$1,000,000	91	18.5%	83	14.4%	54	8.7%
>=\$1,000,000 & <\$10,000,000	152	31.0%	197	34.1%	163	26.1%
>=\$10,000,000	154	31.4%	229	39.7%	355	56.9%
VOLUNTARY TERMINATION						
Received Federal contracts	32	55.2%	37	63.8%	46	79.3%
Average number of Federal contracts	32	52.6	37	61.1	46	99.6
standard deviation	32	227.8	37	235.3	46	274.3
median	32	4.0	37	10.0	46	20.0
Average amount of Federal contracts	32	\$10,222,463	37	\$32,675,563	46	\$1,362,130,800
standard deviation	32	\$15,966,425	37	\$110,447,757	46	\$4,939,716,288
median	32	\$1,572,568	37	\$2,247,152	46	\$22,870,967
Distribution (those with awards)						
>=\$0 & <\$100,000	6	18.8%	6	16.2%	2	4.3%
>=\$100,000 & <\$250,000	0	0.0%	1	2.7%	2	4.3%
>=\$250,000 & <\$1,000,000	7	21.9%	6	16.2%	6	13.0%
>=\$1,000,000 & <\$10,000,000	11	34.4%	12	32.4%	10	21.7%
>=\$10,000,000	8	25.0%	12	32.4%	26	56.5%

NOTE 1: Based on FPDS-NG data.

NOTE 2: One hundred fifty-one continue-to-participate cases with more than one mentor, thus 763 unique mentors were analyzed.

Exhibit 31. The time trends of types of protégé federal contracts with and without terminated participation based on enrollment date

	2 Years Before Enrollment	1 Year Before Enrollment	1 Year After Enrollment
CONTINUE TO PARTICIPATE			
Set aside used	65.2%	60.6%	68.9%
Multi-year contract	6.84%	6.50%	10.26%
Subcontracting plan	2.8%	0.3%	0.3%
VOLUNTARY TERMINATION			
Set aside used	75.9%	83.8%	87.9%
Multi-year contract	5.71%	4.98%	27.32%
Subcontracting plan	15.4%	5.8%	1.2%

NOTE 1: Based on FPDS-NG data.

NOTE 2: Based on cases with available data.

Exhibit 32. The time trends of types of mentor federal contracts with and without terminated participation based on enrollment date

	2 Years Before Enrollment	1 Year Before Enrollment	1 Year After Enrollment
CONTINUE TO PARTICIPATE			
Set aside used	32.8%	34.4%	38.8%
Multi-year contract	6.3%	5.9%	7.5%
Subcontracting plan	27.7%	16.0%	19.0%
VOLUNTARY TERMINATION			
Set aside used	4.4%	6.5%	24.5%
Multi-year contract	1.1%	1.8%	4.7%
Subcontracting plan	94.0%	87.8%	65.1%

NOTE 1: Based on FPDS-NG data.

NOTE 2: Based on cases with available data.

Exhibit 33. The time trends of terminated protégés and mentors' federal contracts before and after termination

	2 Years Before the Program		1 Year Before the Program		During the Program Years		1 Year After the Termination	
	n	stats	n	stats	n	stats	n	stats
PROTÉGÉS								
Received Federal contracts	20	34.5%	19	32.8%	38	65.5%	43	74.1%
Average number of Federal contracts	20	4.3	19	12.2	38	21.6	43	17.4
standard deviation	20	7.2	19	17.9	38	37.5	43	30.6
median	20	1.5	19	6.0	38	7.0	43	5.0
Average amount of Federal contracts	20	\$12,338,570	19	\$6,342,819	38	\$305,623,490	43	\$2,249,445,466
standard deviation	20	\$31,014,420	19	\$15,078,758	38	\$1,572,314,071	43	\$11,740,663,757
median	20	\$782,581	19	\$500,000	38	\$1,450,987	43	\$2,897,475
Distribution (those with awards)								
>=\$0 & <\$100,000	4	20.0%	1	5.3%	2	5.3%	5	11.6%
>=\$100,000 & <\$250,000	3	15.0%	3	15.8%	7	18.4%	1	2.3%
>=\$250,000 & <\$1,000,000	4	20.0%	7	36.8%	8	21.1%	7	16.3%
>=\$1,000,000 & <\$10,000,000	4	20.0%	4	21.1%	13	34.2%	17	39.5%
>=\$10,000,000	5	25.0%	4	21.1%	8	21.1%	13	30.2%
MENTORS								
Received Federal contracts	34	58.6%	41	70.7%	42	72.4%	45	77.6%
Average number of Federal contracts	34	50.6	41	61.6	42	96.2	45	68.1
standard deviation	34	224.2	41	239.3	42	252.3	45	208.1
median	34	4.0	41	10.0	42	18.0	45	14.0
Average amount of Federal contracts	34	\$12,818,306	41	\$32,149,847	42	\$1,948,198,087	45	\$2,583,085,235
standard deviation	34	\$19,725,586	41	\$96,542,107	42	\$8,064,156,540	45	\$7,019,261,578
median	34	\$2,513,541	41	\$3,093,706	42	\$19,154,525	45	\$22,599,559
Distribution (those with awards)								
>=0 & <100,000	5	14.7%	6	14.6%	1	2.4%	4	8.9%
>=100,000 & <250,000	0	0.0%	2	4.9%	2	4.8%	2	4.4%
>=250,000 & <1,000,000	7	20.6%	5	12.2%	7	16.7%	2	4.4%
>=1,000,000 & <10,000,000	13	38.2%	13	31.7%	8	19.0%	9	20.0%
>=10,000,000	9	26.5%	15	36.6%	24	57.1%	28	62.2%

NOTE: Based on FPDS-NG data.

Exhibit 34. Average revenue and employment by enrollment year among protégés with and without terminated participation

	2 Years Before the Program		1 Year Before the Program		During the Enrollment Year		1 Year After the Enrollment	
	n	stats	n	stats	n	stats	n	Stats
CONTINUE TO PARTICIPATE								
Average revenue	772	\$4,305,142	846	\$4,436,006	910	\$4,721,294	665	\$5,569,944
Standard deviation	772	\$10,544,241	846	\$10,095,625	910	\$10,000,251	665	\$12,541,015
Average employees	772	27.7	846	28.4	910	30.8	665	35.9
Standard deviation	772	52.4	846	51.3	910	54.3	665	67.6
VOLUNTARY TERMINATIONS								
Average revenue	50	\$5,123,867	52	\$5,918,387	57	\$5,958,398	57	\$6,868,918
Standard deviation	50	\$11,110,018	52	\$12,204,950	57	\$11,807,034	57	\$12,763,925
Average employees	50	29.3	52	37.0	57	41.9	57	54.4
Standard deviation	50	56.9	52	71.3	57	73.7	57	122.8

NOTE: Based on SAM data.

Exhibit 35. Average revenue and employment before, during, and after the program among protégés with terminated participation

	2 Years Before the Program		1 Year Before the Program		During the Program Years		1 Year After the Program	
	n	stats	n	stats	n	stats	n	stats
Average revenue	50	\$5,123,867	52	\$5,918,387	84	\$5,545,250	56	\$7,099,560
Standard deviation	50	\$11,110,018	52	\$12,204,950	84	\$10,713,799	56	\$12,686,405
Average employees	50	29.3	52	37.0	84	36.3	56	64.1
Standard deviation	50	56.9	52	71.3	84	65.1	56	129.5

NOTE: Based on SAM data.