

U.S. Small Business Administration



**Impact Study of Entrepreneurial Dynamics:
Office of Entrepreneurial Development
Resource Partners'
Face-to-Face Counseling**

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Prepared by



6900 Wisconsin Avenue
Suite 203
Bethesda, MD 20815
301-986-4581
Contract: SBAHQ09C004B

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I. Introduction

This report contains findings from the Initial Impact Study of face-to-face counseling services sponsored by the U.S. Small Business Administration's (SBA's) Office of Entrepreneurial Development (OED). OED manages and leverages three major resources: Small Business Development Centers (SBDCs), SCORE, and Women's Business Centers (WBCs). Although each resource program's goals and target audiences may vary, a common mission is shared between them: to provide a diverse network of business advice, mentoring, and training to small businesses and entrepreneurs. OED is focused on measurable outcomes of these resource programs, and has sponsored this study, now in its eighth year, to assess resource program outcomes.

The objective of this annual study is to measure the performance of SBA resource partner face-to-face counseling programs and the impact they have on growing and sustaining small business clients. This year's study comprises an initial assessment of 2011 client satisfaction and business and financial impact, and a follow-up of 2010 clients that participated in the Initial Impact Study in 2010. The Follow-up Study reports the longer-term business and financial impact of OED Resource Partners' face-to-face counseling assistance on client firms by matching 2011 to 2010 respondents to assess the impact of OED Resource Partner face-to-face counseling assistance on survival, employment, and financial growth.

Research Questions

The following questions are the focus of these studies. The Initial Impact Study addresses questions one through five and the Follow-up Study addresses questions six and seven and both include time series analyses of multi-year data.

1. What is the demographic, financial, and business profile of firms who utilize services of OED Resource Partners (SBDC, SCORE, WBC)?
2. Is there a relationship between the services/assistance provided by OED Resources Partners (SBDC, SCORE, WBC) and the client's perception of the usefulness and value of the services/assistance received?
3. Is there a relationship between the services/assistance provided by OED Resource Partners (SBDC, SCORE, WBC) and the client's decision to start a business?
4. Is there a relationship between the services/assistance provided by OED Resource Partners (SBDC, SCORE, WBC) and the client's decision to implement and/or change management and/or marketing practices?
5. Are the services/assistance provided by OED Resource Partners (SBDC, SCORE, WBC) having an impact on the client's financial position in terms of job creation, job retention, and sales?

6. What is the impact of OED Resource Partners' (SBDC, SCORE, WBC) assistance on firm survival compared with subjects of the Panel Study of Entrepreneurial Dynamics II (PSED II)¹?
 - a. What was the rate of transition of Nascent and Start-up firms to the In-Business segment?

7. What is the financial impact of services/assistance provided by OED Resource Partners in terms of job creation, job retention, and sales?
 - a. How does the growth of OED resource partner clients compare with selected growth benchmarks, such as the gross domestic product (GDP)?²

Note: Questions 6 and 7 are addressed by the Follow-up Study only, because they measure outcomes over time.

This report consists of the following sections:

- I. Introduction – description of the contents of this report.
- II. Report Highlights – description of interesting and important findings.
- III. Methodology –details about sampling, testing, and analysis methods.
- IV. Total OED Resource Partners' 2011 Face-to-/Face Counseling Clients– study results for 2011 OED Resource Partner clients in aggregate compared to aggregate results for 2010 clients with a focus on firm demographics, attitudes about face-to-face counseling services, and business impacts.
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- VII. WBC 2011 Face-to-Face Counseling Clients – study results for 2011 WBC clients compared to results for Total OED Resource Partner clients.

¹ The Panel Study of Entrepreneurial Dynamics II is a nationwide, multi-million dollar survey of nascent entrepreneurs funded by the Kauffman Foundation. The primary purpose of the study is to identify adults active in business creation, to obtain detailed information about the start-up effort, and to perform follow-up interviews to determine outcomes. We rely on the PSED II as a benchmark; however, results must also be interpreted with caution due to potential response bias and definitional differences in the ways that firms are classified.

² Source: <http://www.bea.gov/national/xls/gdpchg.xls>.

- VIII. Impacts of 2011 Client and Firm Characteristics – assessment of the significance of the relationship between selected firm characteristics and clients’ attitudes towards the face-to-face counseling they received and between selected firm characteristics and the financial and business impacts of the face-to-face counseling they received.
- IX. Summary of Client Comments – highlights of remarks survey respondents provided in free form areas of the survey.
- X. Follow-up Study – report on the survival, employment and financial growth of 2010 client respondents since their initial impact study was conducted in early 2011.
- XI. Appendices – detailed survey coding, survey responses, survey instruments, and detailed results from the regression analysis.

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II. Report Highlights

The following section presents highlights of the 2011 initial and follow-up studies. It is intended to provide an at-a-glance snapshot of some of the more interesting results of these studies and to consolidate some of the key data in a concise format.

OED Resource Partners provided face-to-face counseling services to a broad demographic of businesses in 2011.

<i>Resource Partner</i>	<i>Nascent</i>	<i>Start-up</i>	<i>In-Business</i>
SBDC	25%	19%	56%
SCORE	33%	22%	45%
WBC	32%	15%	53%

- Firms spanned all three business segments as shown in the chart above.
- Firms ranged in size from average revenues of \$791,991 (SBDC) and \$478,460 (SCORE) to \$157,341 (WBC); average number of employees ranged from 8.6 (SBDC) and 6.3 (SCORE) to 3.4 (WBC).
- Demographics of firm ownership were diverse among Resource Partner clients.
 - SBDC counseled slightly more male-owned firms (39%) than female-owned firms (34%); more White firms (71%) than Black/African American (10%) or Hispanic/Latino firms (8%); and more Veteran-owned firms (9%) than Service-disabled Veteran firms (3%).
 - SCORE counseled more female-owned firms (40%) than male-owned firms (37%); more White firms (70%) than Black/African American (12%) or Hispanic/Latino firms (6%); and more Veteran-owned firms (8%) than Service-Disabled Veteran firms (2%).
 - WBC clients were measurably different from SBDC and SCORE clients with a majority of female clients (67%) versus male clients (12%) and a larger percentage of Hispanic/Latino clients (11%) than either SBDC clients (8%) or SCORE clients (6%). Other WBC demographics included: White (73%), Black/African American (9%), Veteran (6%) and Service-Disabled Veteran (2%).
 - Age of firm owners and for SBDC, SCORE, and WBC followed similar patterns with the largest age group being 45-54: SBDC (28%), SCORE (28%), WBC (25%).
 - The top three business types cited by SBDC clients were “Other” (15%), Service (9%), and Retail (9%) and by SCORE clients “Other” (15%), Service (9%), and Retail (7%). The top three business types cited by WBC clients were “Other” (18%), Retail (9%), Service.

OED Resource Partners received high ratings for their counseling services across all business segments from their 2011 face-to-face clients.

<i>Usefulness of Face-to-Face Counseling – Ratings of High and Very High</i>			
<i>Resource Partner</i>	<i>Nascent</i>	<i>Start-up</i>	<i>In-Business</i>
SBDC	81%	81%	76%
SCORE	76%	72%	71%
WBC	75%	84%	78%

OED Resource Partner face-to-face counseling had positive business and financial impacts on 2011 clients.

<i>Changes to Management Practices and Business/Financial Results</i>					
<i>Resource Partner</i>	<i>Changed Management Practices/Strategies</i>	<i>Increased Sales</i>	<i>Increased Profit</i>	<i>Hired New Staff</i>	<i>Retained Current Staff</i>
SBDC	60%	40%	32%	18%	23%
SCORE	54%	30%	25%	13%	15%
WBC	57%	30%	30%	13%	18%

- A larger percentage of SBDC clients reported that they changed their management practices/strategies and a larger portion of SBDC clients reported positive financial result from their counseling than SCORE or WBC clients.³
- The top four most impacted management practices by each client group were: Business Plan, Marketing Plan, Financial Strategy, and Cash Flow Analysis.

OED Resource Partner face-to-face counseling had several significant impacts.

- Clients from each OED Resource Partner that received three or more hours of counseling versus those that had fewer hours of counseling more often reported higher levels of “usefulness of assistance,” assistance with their “decision to start a business,” and positive business and financial impacts.

³ Client financial impacts (e.g. increased sales and profits, etc.) are not indicative of the reasons or purpose for seeking counseling.

- Larger firms, female-owned firms, joint male and female-owned firms, Nascent and Start-up firms, and suburban firms all reported higher levels of “usefulness of assistance” when compared to smaller firms, male only firms, In-Business firms, and urban or rural firms.
- Larger firms and firms that received three or more hours of counseling reported higher levels of financial impact when compared to smaller firms or firms that received less than three hours of counseling.

OED Resource Partner face-to-face counseling had important outcomes for 2010 clients reporting on their progress in 2011.

- Thirty percent of 2010 Nascent clients and 90% of 2010 In-Business clients transitioned to the In-Business segment. Ninety-six percent of 2010 clients were still In-Business in 2012.
- OED Resource Partner client firms had a higher survival rate (94%) than small businesses surveyed in the PSED II (90%).
- Non-white client firm survival rates were only one percentage point lower than white firm survival rates.
- “Male and Female” firms survived at a greater rate (97%) than female firms (95%) or male firms (94%).
- Overall 2010 clients increased both average revenues and average number of employees from their initial report in 2010 to their follow up in 2011 with the exception of WBC number of employees.

<i>2010 Clients</i>	<i>Revenues</i>	<i>Employees</i>
Total Initial	\$640,162	6.8
Total Follow-up	\$794,057	8.5
SBDC Initial	\$778,157	7.5
SBDC Follow-up	\$947,325	9.7
SCORE Initial	\$504,425	5.6
SCORE Follow-up	\$592,605	6.7
WBC Initial	\$171,293	6.1
WBC Follow-up	\$172,433	5.2

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III. Methodology

Sampling and Data Collection

This study examines the impacts of SBA’s OED Resource Partner face-to-face counseling on 2011 clients in the following stages of business formation:

- Nascent – Individuals who have taken one or more steps to start a business,
- Start-up – Individuals who have been in business one year or less, and
- In-Business – Individuals who have been in business more than one year and are classified as small by the SBA.

The Initial Impact Study of 2011 clients is quantitative in nature and based on responses to web and telephone surveys, administered in March and April of 2012. The responses provided a statistically significant sample for OED Resource Partners overall. To determine if the sample size was sufficient, reported sales revenues were assessed and results indicated that the sample of 2011 clients is sufficiently large enough for accuracy within plus or minus \$74,825 in total reported annual sales revenues at a 99% confidence level.⁴

Table 3.1 below depicts the sample distribution and response rates for each OED Resource Partner. Resources Partners drew a random sample of clients served during the early fall of 2011 based upon guidelines provided by SBA’s OED. This year’s overall target sample size was 100,000 observations apportioned among the three Resources Partners based upon the number of clients served. The stratified sample represents the number of client contacts received from each OED Resource Partner. The usable sample excluded those names without valid email or valid telephone numbers.

Table 3.1 – Sampling Frame⁵

<i>Resource Center</i>	<i>Stratified Sample Size</i>	<i>Usable Sample Size</i>	<i>Surveys Received via Web</i>	<i>Web Response Rate</i>	<i>Telephone Surveys Completed</i>	<i>Total Responses</i>	<i>Overall Response Rate</i>
SBDC	44,299	43,417	6,144	14%	2119	8,263	19%
SCORE	48,516	45,339	5,369	12%	1848	7,217	16%
WBC	2,466	2,322	253	11%	87	340	15%
Total	95,281	91,078	14,833	13%	4,054	15,820	17%

⁴ This assumes a normal distribution of annual revenues with a standard deviation of \$2,346,320.

⁵ Although this year’s study original sample size (100,000) was more than doubled from last year, WBC’s stratified sample was less than last year by 733. The stratified sample for WBC was 2,466 2011 client names; the stratified sample for WBC 2010 was 3,299.

We emailed SBA OED official, signed letters to the usable sample requesting that clients complete the attached survey. We sent reminder emails each week for three weeks after the initial email. We logged-in all received surveys, entered the survey data into a database for analysis, and developed an electronic database list of non-respondents for a telephone follow-up survey. Each survey was assigned a computer-generated client code ensuring unique and accurate identification of each client for next year's follow-up survey as well as client privacy. Concentrance scrubs all survey file data to ensure accuracy and completeness to the extent possible.

The overall response rate this year was 17%, which is comparable to response rates found in other surveys of entrepreneurs. For example, Aldrich and Baker (2000) found that nearly a third of surveys of entrepreneurs had response rates below 25%.⁶ In another example, the National Federation of Independent Business (NFIB) had a response rate of 20% in its Small Business Economic Trends survey conducted in June of 2010.⁷ This year's response rate of 17% is lower than last year's overall response rate of 23%. It should be noted that, although an increase in sample size may lead to a lower response rate, the end result is a larger base of respondents for the follow-up. Also, Concentrance received fewer contacts from WBC than last year.

The response rates impacted all resources similarly by phone and web. We had the survey administrator reassess possible technical anomalies and did not find any. We assessed the viability of conducting additional phone surveys, and determined that this would not increase the response rate in a meaningful way.

(See Appendix 4 for the Initial Impact Study survey instrument.)

⁶ Aldrich, Howard E. and Ted Baker (2000), "Blinded by the Cites: Has there been any progress in entrepreneurship research?" in *Entrepreneurship 2000*, ed. Donald L. Sexton and Raymond L. Smilor, Chicago: Upstart Publishing, p. 377-400.

⁷ William K. Dunkelberg and Holly Wade, "NFIB Small Business Economic Trends" [NFIB.com](http://www.nfib.com/Portals/0/PDF/sbet/sbet201007.pdf), July 2010.
<http://www.nfib.com/Portals/0/PDF/sbet/sbet201007.pdf>

The In-Business segment was the largest served by OED Resource Partners.

Figure 3.1 Distribution of 2011 Clients by Business Segment

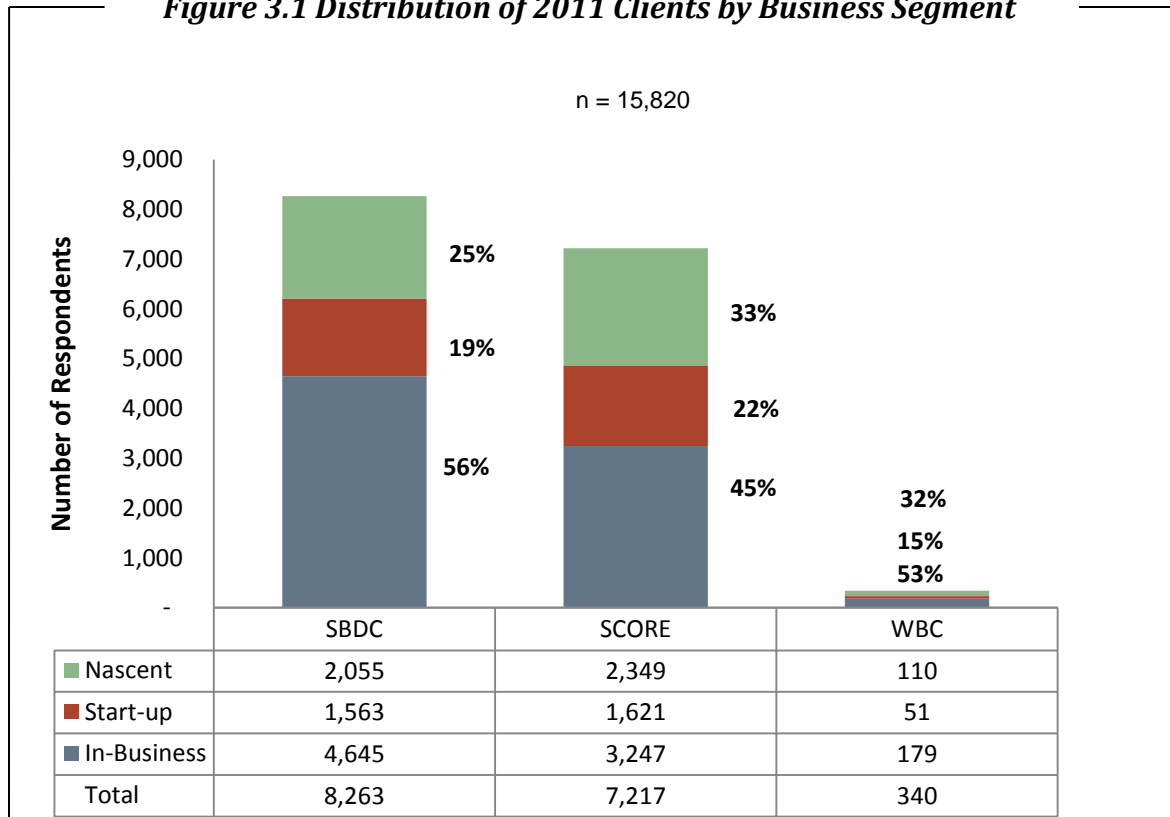


Figure 3.1 shows the distribution of survey respondents by respective OED Resource Partner and business segment. The In-Business segment was the largest segment served for all resources followed by Nascent. The Start-up segment is smaller than the other segments in part because of the narrower definition of Start-up: firms that have been in business for one year or less.

Data Analysis

Analyses included the following methods: basic descriptive statistics, frequency distributions, cross tabulations, and regression. Concentrance used basic descriptive statistics for continuous variables such as annual sales revenues. We used frequency distributions for Likert scales, where respondents answered on a scale of 1 to 5. Cross-tabulations were used to compare responses across OED resource partners, business segments, and hours of counseling received. Finally, the team used multiple regression analyses to test for differences in key outcomes, such as perceived usefulness and financial impact of OED Resource Partner assistance, based on demographic and firm characteristics.

We selected these analyses to meet the objectives of each research question and to facilitate interpretation of findings. For this year's study, revenue and employment calculations were completed using mean data instead of median data, which is more a more appropriate measure for firms the size of those in this study.

Analysis of Non-Response

SBA's research plan for this study included a methodology for estimating potential non-response bias. Non-response bias can occur in survey research if respondents differ substantially from those that do not respond. The best way to protect against this bias is to improve the response rate. An effective method for achieving high response rates is the use of follow-ups and reminders. In this study, non-response bias was minimized by sending three reminder emails containing a link to the survey and minimized further by telephone follow-ups to non-respondents.

We assessed the extent and direction of potential non-response bias by comparing the characteristics of clients who responded to the internet survey with those who responded by telephone. Of the 15,820 total surveys, 4,054 surveys were completed over the phone. The remaining clients (11,766) were surveyed over the web. Clients surveyed over the web were more likely to report revenue (web: 74.8% vs. phone: 46.4%), while clients surveyed over the phone were slightly more likely to report employment (web: 58.6% vs. phone: 61.5%). However, after controlling for other respondent characteristics (OED Resource Partner Code, Business Stage, and Hours of Counseling Received), web clients were more likely to report both revenues and employment figures.⁸

The next step was to conduct a comparative analysis of the responses between these groups to determine if the difference in response rates would impact our analyses. Results of regression analyses revealed no significant differences between these groups in terms of revenues. There was a significant difference in total employees found between phone and web respondents. However, only a very small portion of the total variance in revenue (0.13%) is explained by this difference.⁹

Additionally, the difference in phone and web respondents was tested against perceived service usefulness. Although a significant difference in usefulness of service was found, only a small portion of

⁸ These findings were based on results of two logistic regression analyses to determine whether web versus phone respondents differed significantly in terms of missing revenues and employment figures. The models were significant at the $p < .0001$ level and the variable indicating web response was always significantly higher at the $p < .0001$ level.

⁹ These findings were based on results of a regression analysis to determine whether web versus phone respondents differed significantly in terms of revenue, where total revenue is between 1,000 and 25,000,000, inclusive. A Scheffe test reveals no significant difference between phone and web at the 0.10 level. The t-test associated with the regression analysis reveals a non-significant result ($t = -1.11$ $p = 0.2673$). A second regression was performed to determine whether web versus phone respondents differed significantly in terms of reported total employees between 1 and 998, inclusive. A Scheffe test reveals a significant difference between phone and web at the 0.10 level. The t-test associated with the regression analysis reveals a significant result ($t = 3.98$ $p < 0.001$). The R-square value associated with this model is 0.001339.

the variance of each of the service measures can be explained by the difference between phone and web respondents.¹⁰ Because the evidence of response bias is minimal, the phone and web respondents were pooled in subsequent analyses.

Limitations

There are several limitations that should be considered when interpreting the results presented in this report. These limitations are inherent in the research design and methodology.

- Measures included in this initial survey are primarily attitudinal and all items are self-reported. Thus, there are few objective measures that can be used to assess actual client performance or to make comparisons with other data sources.
- Many respondents did not report revenue data, or reported zero.

¹⁰ These findings were based on results of the two regression analyses to determine whether web versus phone respondents differed significantly in terms of the reported perceived service usefulness and value of information received. The R-square value of the individual measures of service and information predicted by the difference in phone vs. web respondents was explored and were found to be less than 1%.

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IV. Total OED Resource Partners' Face-to-Face Counseling Clients

The following section presents comparison results of clients from 2010 and 2011. First, the general demographic and financial characteristics of the total OED Resource Partner clients are presented. This is followed by findings on the usefulness and impact of the total OED Resource Partners' counseling assistance on Nascent, Start-up, and In-Business firms organized by research question as follows:

- Is there a relationship between services/assistance provided by OED Resource Partners (SBDC, SCORE, and WBC) and the client's perception of the usefulness and value of services/assistance received?
- Is there a relationship between the services/assistance provided by OED Resource Partners (SBDC, SCORE, and WBC) and the client's decision to start a business?
- Is there a relationship between the services/assistance provided by OED Resource Partners (SBDC, SCORE, and WBC) and the client's decision to implement and/or change management and/or marketing practices?
- Are the services/assistance provided by ED Resources (SBDC, SCORE, and WBC) having an impact on the client's financial position in terms of job creation, job retention, and sales?

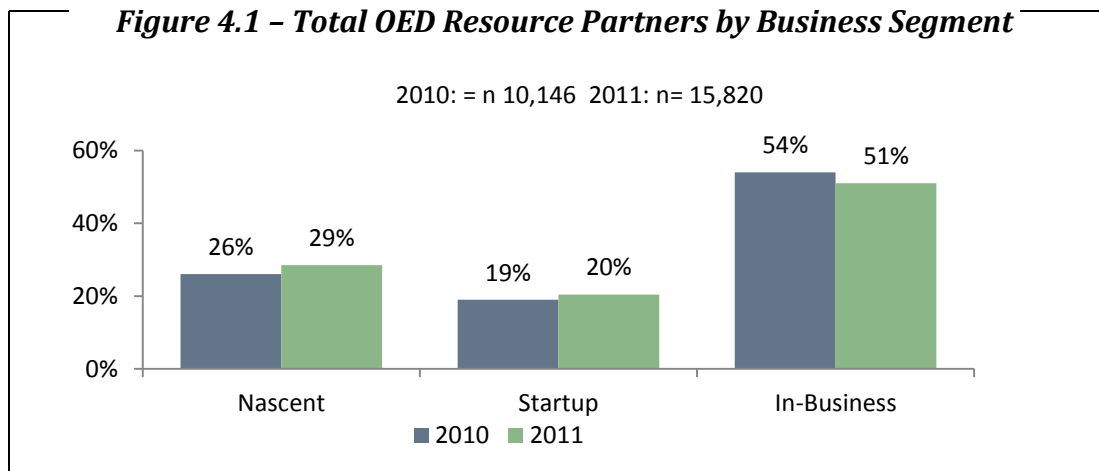
Please note that comparisons between the 2010 and 2011 initial study clients should be interpreted with caution. Concentrance analyzed SBA collected cross-sectional data from a different set of firms each year, and these firms were operating under different economic conditions. To better understand changes over time, the follow-up study included in this report tracks the same firms over a one year period.

In addition, the respondent pool for 2011 was 36% higher than for 2010 with 5,674 more respondents; in stacked comparisons of 2010 clients and 2011 clients, percentages for 2011 clients may be smaller due to the larger number of respondents and therefore a larger number of missing responses for a particular survey question.

Total OED Resource 2011 Face-to-Face Counseling Clients' Revenue, Employment and Demographic Characteristics

This section describes the general demographic and financial characteristics of total OED Resource Partner clients that were served in 2011. These results are based on an analysis of 10,146 surveys for 2010 clients and 15,820 surveys for 2011.

The 2011 Nascent business segment was larger than the 2010 Nascent segment; the In-Business segment decreased by three percentage points compared to the 2010 In-Business segment.



As shown in Figure 4.1, the In-Business segment (51%) was the largest business segment served by OED Resource Partners in 2011. The size of the In-Business segment decreased by 3% in 2011 and the Nascent segment increased 3% in 2011.

Table 4.1 – Total OED Resource Partner Client Revenues and Employment for 2011

2011	Total OED Resources
Average Revenue	\$653,755
Average Employees	7.6

OED Resource Partners served distinct client bases in terms of firm size.

Figure 4.2 – Total OED Resource Partners –Revenues and Employees¹¹

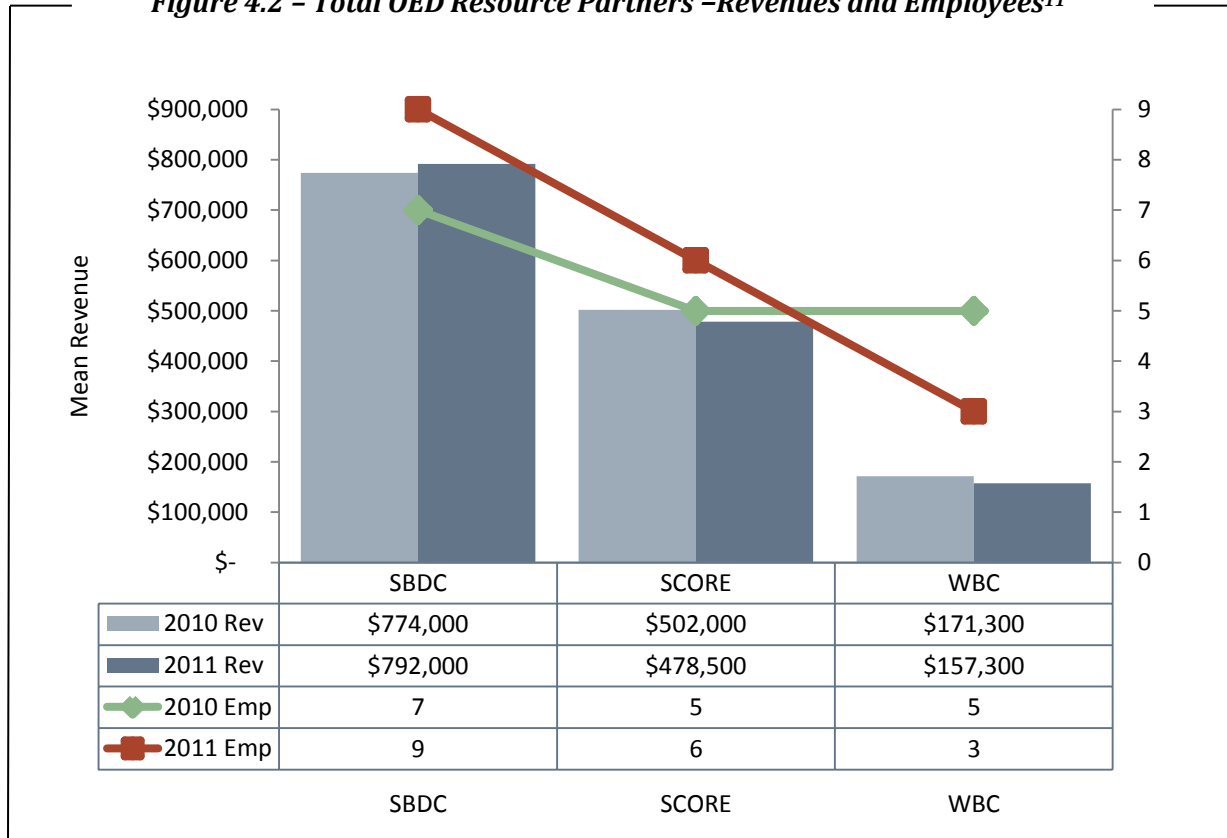
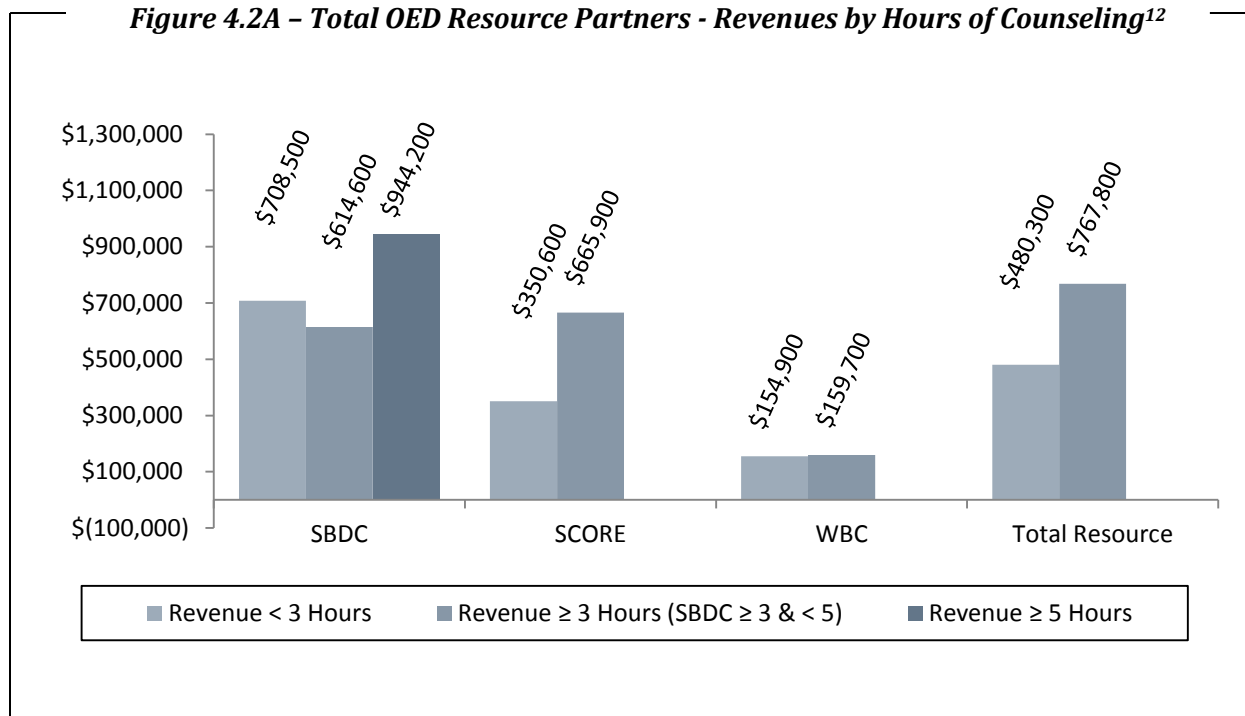


Figure 4.2 shows that OED Resource Partners continued to serve a diverse client base in terms of the size and employment. SBDC continued to serve larger firms with revenues of \$792,000 (rounded to the nearest thousandth), followed by SCORE at \$478,500 (rounded to the nearest hundredth), and WBC at \$157,300 (rounded to the nearest hundredth). SBDC 2011 client revenues rose compared to 2010 client revenues, but both SCORE and WBC client revenues fell compared to 2010 client revenues.

¹¹ Firms were required to report revenues within the range of \$1000 to \$25,000,000, or zero and employees from 1 to 998.

OED Resource Partner Clients benefited in terms of higher revenues from face-to-face counseling.



As Figure 4.2A shows, SBDC client average revenues increased for those who received 5 or more hours of counseling over those clients that received fewer hours of counseling as did SCORE client revenues. WBC clients who received three or more hours of counseling rose as well, but only slightly. This trend is also apparent with the total OED Resource Partner clients' aggregate hours of counseling where the difference between clients that received 3 or more hours of counseling and those that received less than 3 hours of counseling is \$287,500.

¹² SBDC reports counseling hours in three categories: < 3, 3 to 5, ≥ 5, whereas SCORE and WBC report two categories (< 3, ≥ 3).

OED Resource Partners served a broad client base in terms of demographic characteristics.

Figure 4.3 – Total OED Resource Partners – Demographic Characteristics¹³

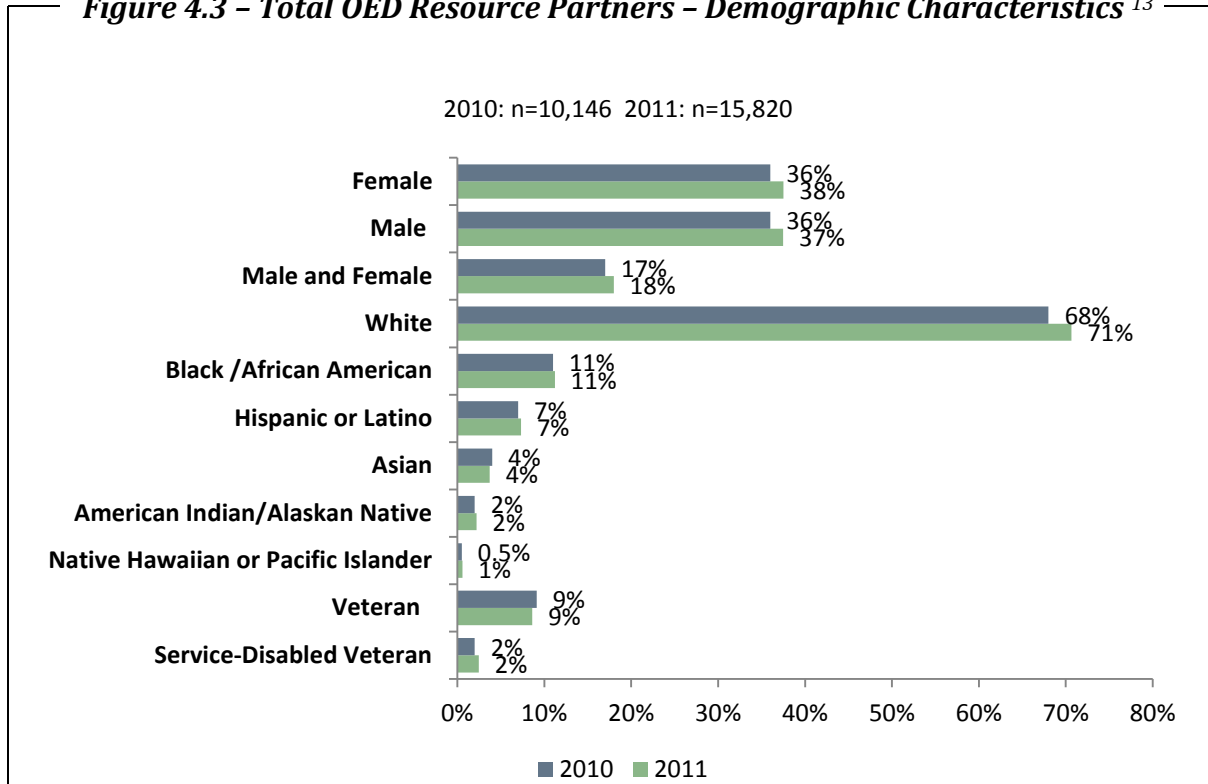


Figure 4.3 depicts the demographic characteristics of OED Resource Partner clients in terms of gender, race, ethnicity, and veteran status.¹⁴ The distribution of the reported demographic categories has not changed from the previous year although the individual percentages in the gender and White categories have increased slightly.

¹³ Because of non-response and multiple responses, the total may not equal 100%. The 2011 demographic distribution was comparable to the national report from the Census Bureau’s 2007 Survey of Business Owners. <http://census.gov/econ/sbo>.

¹⁴ Reservists and National Guard Members each accounted for less than 1%.

OED Resource Partners served a diverse client base in terms of age of business owner.

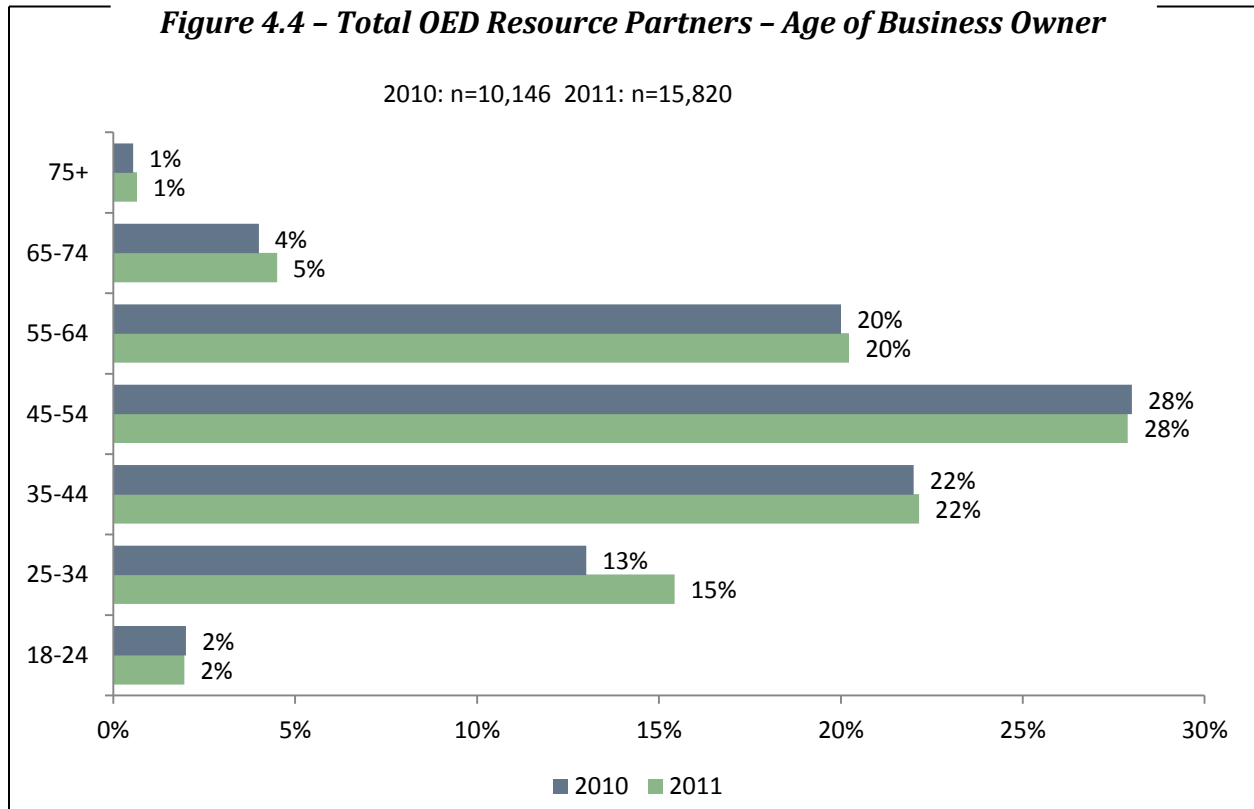


Figure 4.4 shows the distribution of OED Resource Partner counseling clients by age of business owner. The largest groups of OED Resource clients belonged to the 45 to 54 and 35 to 44 age categories, 28% and 22% respectively. This outcome is consistent with previous years. The 25-34 age group increased 3 percentage points from the previous year.¹⁵

¹⁵ Totals may not equal 100% due to non-response.

OED Resource Partners served a diverse client base in terms of location: rural, suburban, and urban.

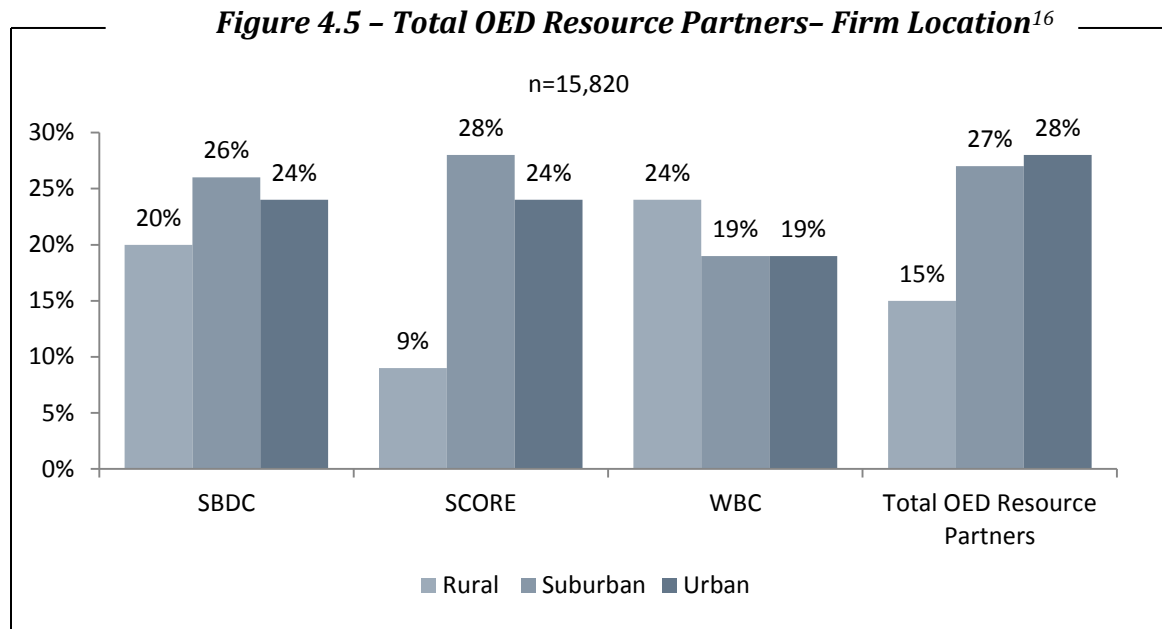
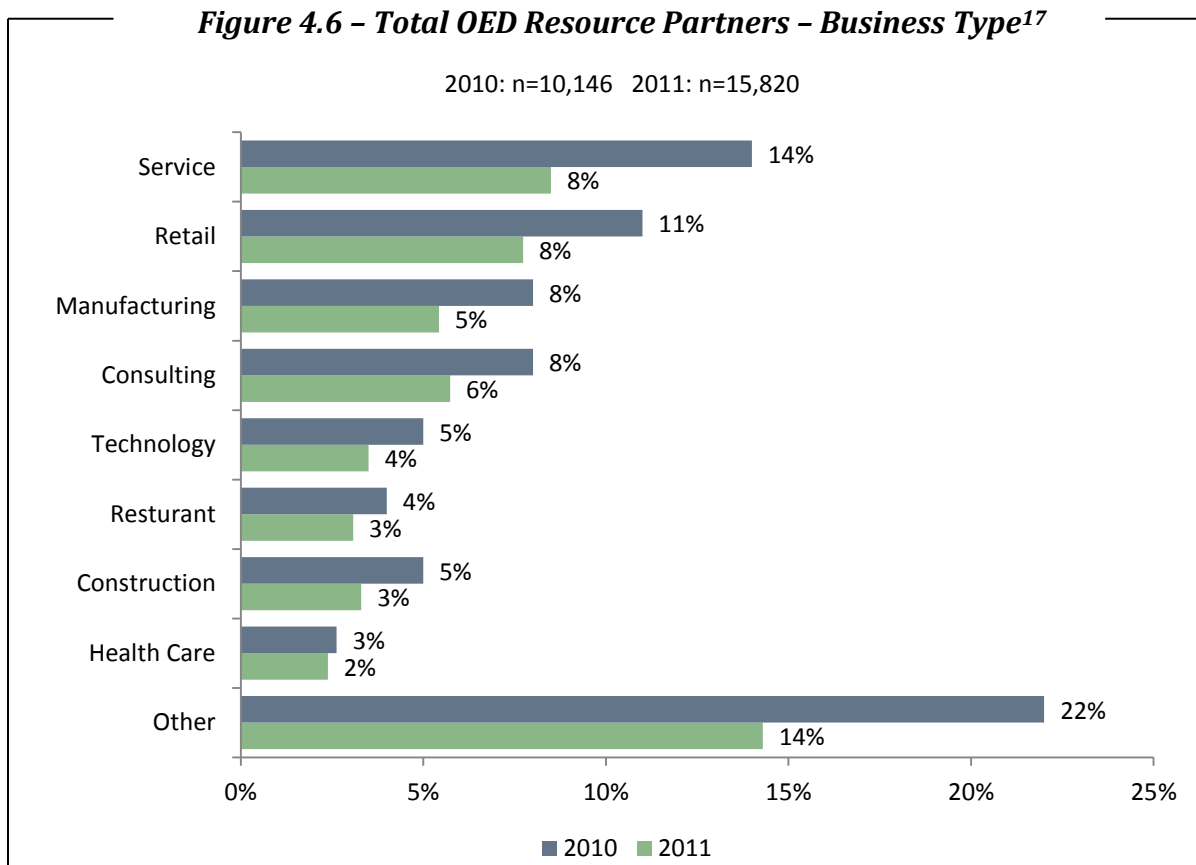


Figure 4.5 shows the distribution of OED Resource Partner clients' location: rural, suburban and urban. This chart is new this year; therefore only results from 2011 are reported. Both SBDC and SCORE serve a higher percent of suburban and urban clients and fewer rural clients; WBC on the other hand serves a higher percentage of rural clients than either suburban or urban.

¹⁶ Due to non-response, the totals do not equal 100%

OED Resource Partner client firms, although primarily service and retail represented a broad group of business types.



As shown in Figure 4.6, the two highest reported business types, besides “Other”, served by OED Resource Partners were the service and retail.¹⁸ These results are generally consistent with the national averages from the 2007 Survey of Business Owners (SBO) from the U.S. Census Bureau. Results that differed included Manufacturing, reported in the SBO to be 2%; Construction, reported to be 13%; and Health Care, reported to be 9%.

¹⁷ Several groupings were found to be present among those respondents who classified their business type as “Other”. These included multiple responses for non-profits, design/art related professions, beauty-related professions and handyman/painting services. Due to non-responses the total for all business types do not equal 100%.

¹⁸ The top 11 results for 2010 are displayed in the chart above. Additional results included: Finance, Insurance and Real Estate (3%), Education (3%), Entertainment (2%), Engineering (1%), Transportation (1%), Publishing (1%), and Day Care (1%).

Total OED Resource Partner 2011 Clients' Attitudes Regarding Face-to-Face Counseling Assistance

This section details total OED Resource Partner Clients' attitudes and perceptions on why they sought counseling and the usefulness and value that they received from that assistance.

OED Resource Partner clients appreciated the low cost of face-to-face counseling services and the reputation of those services.

Figure 4.7 – Total OED Resource Partners – Reason for Seeking Counseling from OED Resource Partners¹⁹

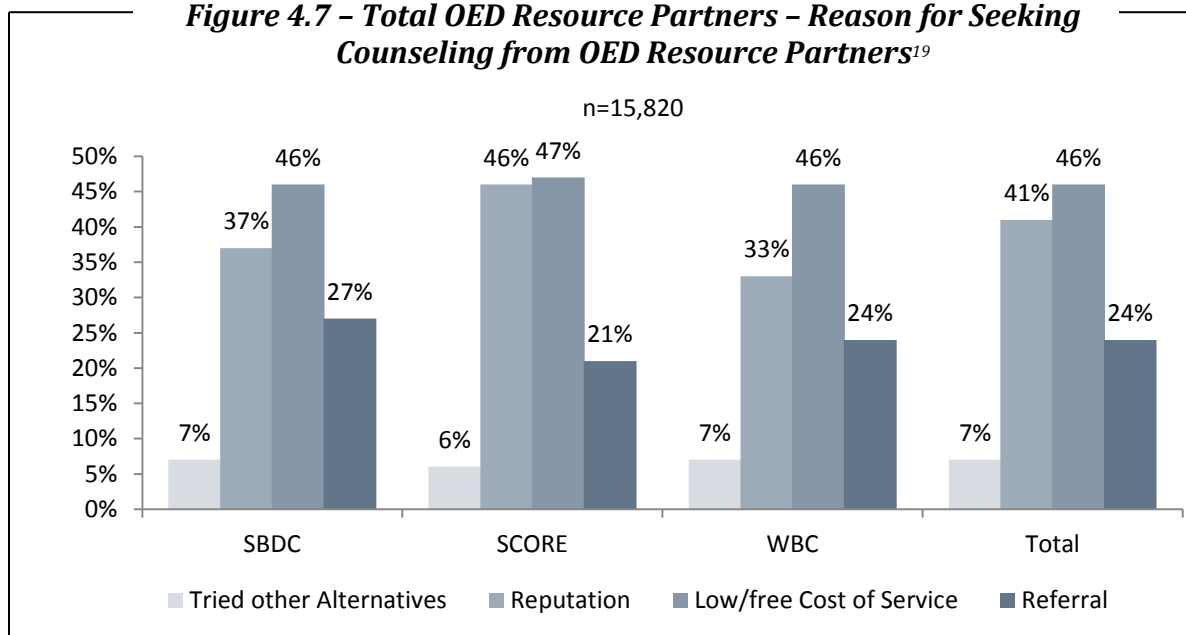
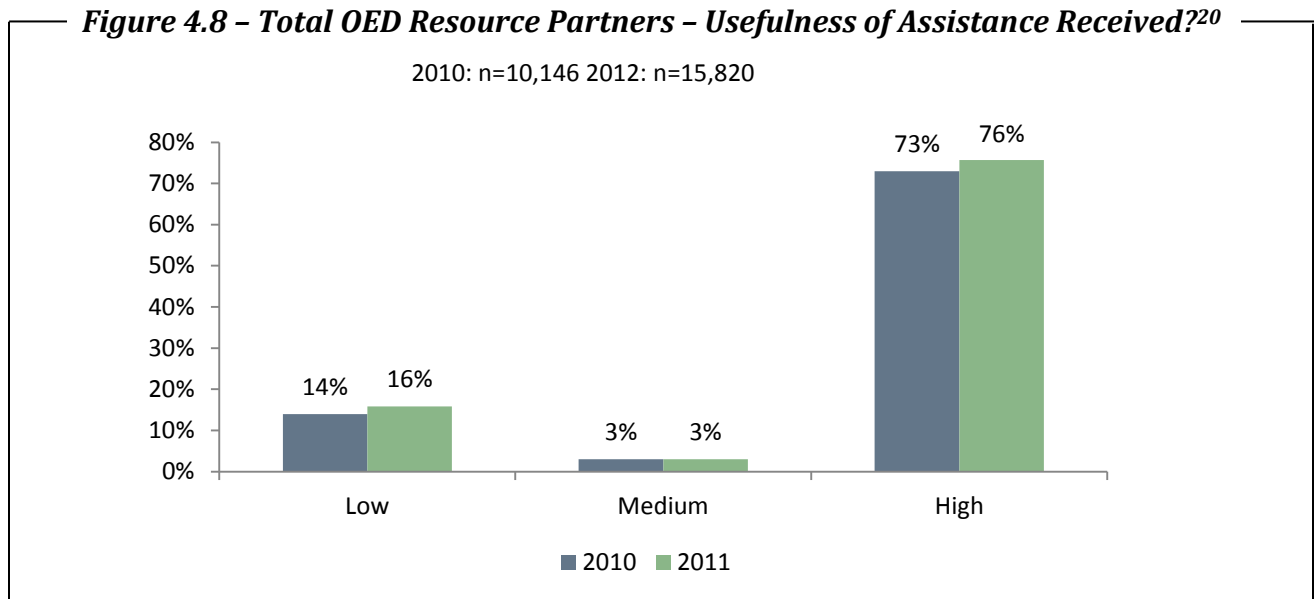


Figure 4.7 depicts the reasons clients reported seeking business counseling from OED Resource Partners. Low/free cost of service was the most common reason for SBDC clients (46%), SCORE clients (47%) and WBC clients (46%). Reputation was also important at 37%, 46% and 33% respectively. Referral to an OED Resource Partner was the next highest response at 27%, 21%, and 24% respectively. The primary sources for referral were clients' bankers, accountants, and friends.

¹⁹ Because of non-response and respondents selecting multiple factors totals may not equal 100%.

Seventy-six percent of OED Resource Partner clients cited their face-to-face counseling as useful or very useful.



As shown in Figure 4.8, 76% of 2011 ED Resource Partner clients reported that the information they received from their counselor was useful/valuable. This is an increase of three percentage points compared to the previous year.

²⁰ Low value includes the 'Somewhat Valuable' and 'Not Valuable' response categories. High value includes the 'Extremely Valuable' and 'Valuable' response categories. Percentages may not total 100% due to non-response.

Eighty percent of OED Resource Partner clients that received three or more hours of counseling rated their counseling experience as useful or very useful, while 71% of clients that received less than three hours rated their experience as useful or very useful.

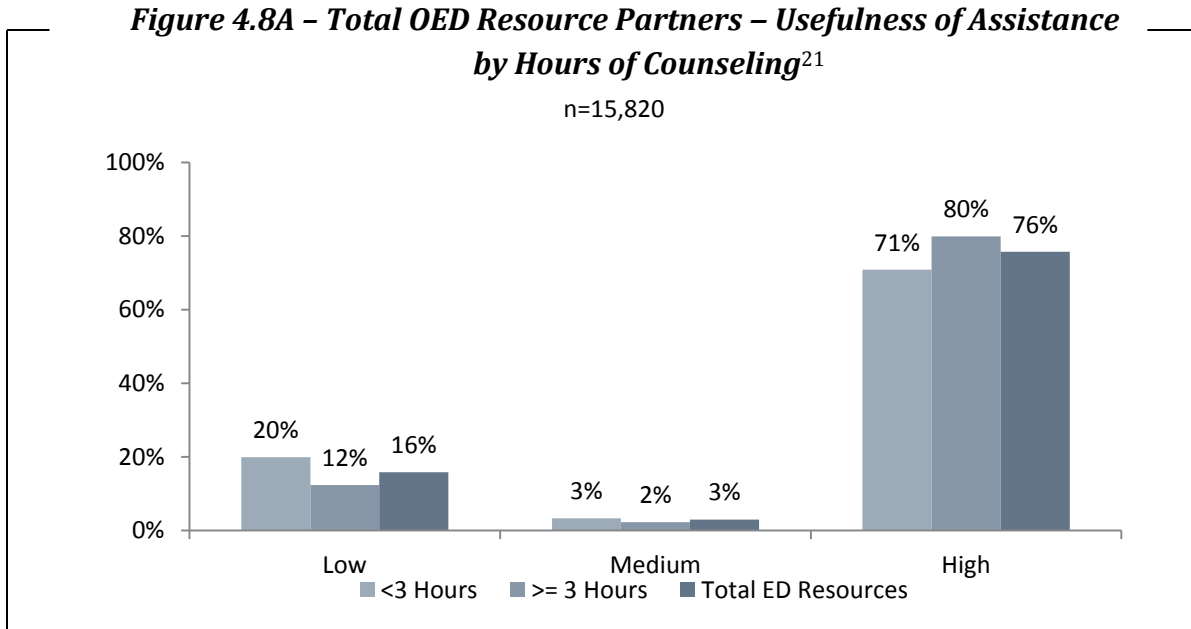


Figure 4.8A shows the perceived usefulness of OED Resource Partner Clients' face-to-face counseling relative to the number of hours of counseling received recorded in two categories, less than 3 hours and 3 or more hours. For comparison, the overall level of perceived usefulness is also provided, which does not distinguish by hours of counseling received.

As illustrated above, 80% of clients that received three or more hours of counseling rated the usefulness of their counseling as "high" or "very high" more often than those who had less than three hours of counseling.

²¹ Percentages may not total 100% due to non-response.

OED Resource Partners' counseling assisted Nascent firms more often than other business segments in their decisions to start a business.

Figure 4.9 – Total OED Resource Partners – Assistance with Decision to go into Business

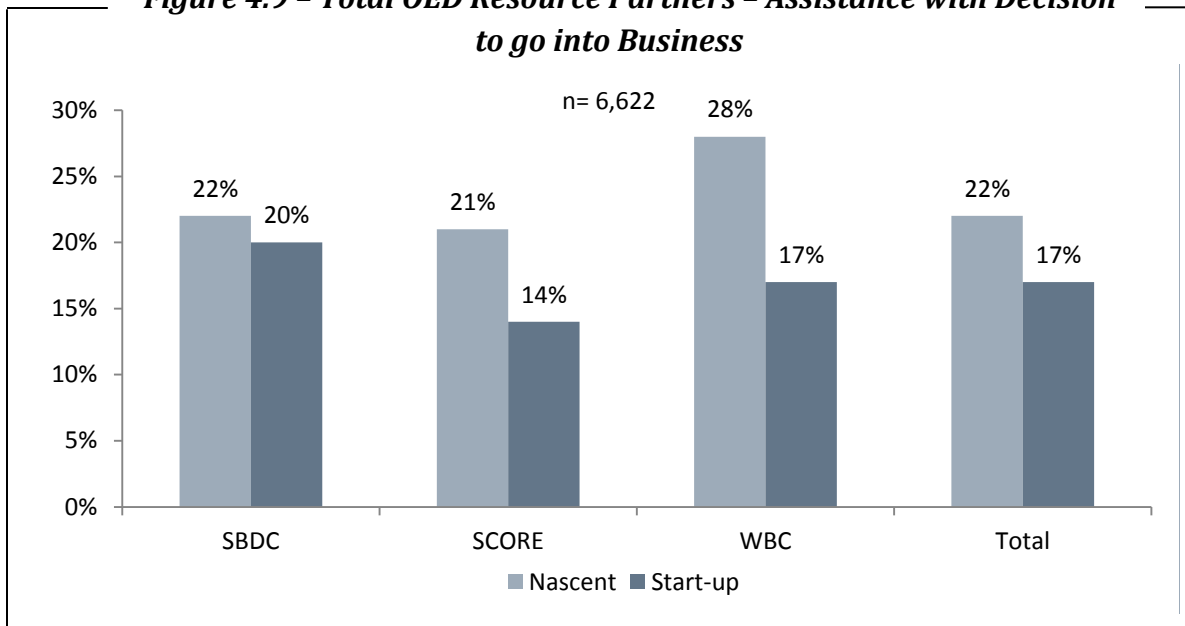


Figure 4.9 depicts OED Resource Partner clients that reported that the counseling they received assisted them in their decision to start a business. These results are presented for Nascent and Start-up firms.²² Nascent clients more often than Start-up clients indicated that they decided to go into business as a result of the assistance they received from their respective OED Resource Partner.

²² The corresponding survey question for this chart asked, “If you were not in business at the time you were assisted by the counselor, did you decide to go into business as a result of that assistance?” Therefore, In-Business clients were not observed, because these clients were already in business at the time they received counseling. This resulted in a reduced denominator for this calculation.

Total OED Resource Partner Clients' Business and Financial Impacts of Face-to-Face Counseling Assistance

In this section we report on the impact total OED clients' face-to-face counseling has had on their management and business practices and as well as the financial outcomes that this counseling afforded them.

OED Resource Partners continue to assist clients to develop business and financial plans.

Figure 4.10 – Total OED Resource Partners – Assistance in Plan Development²³

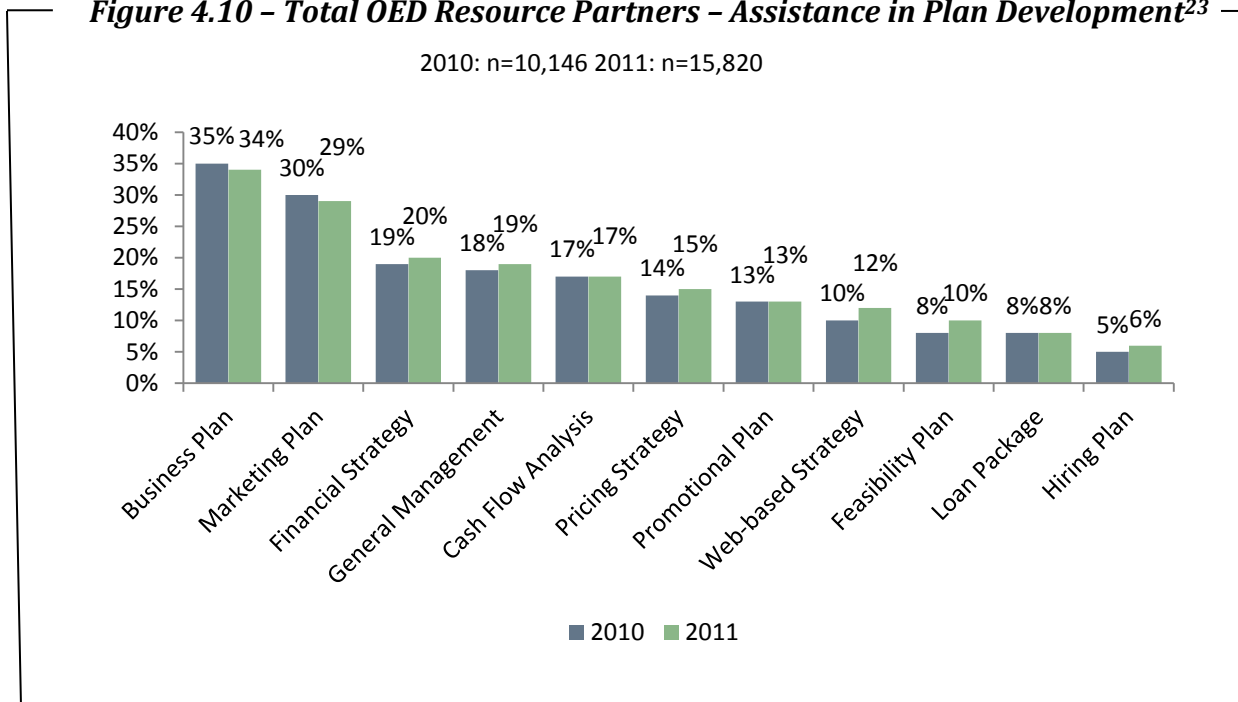


Figure 4.10 reflects the percentage of firms that reported that OED Resource Partner assistance led to the development of business plans, marketing plans, etc. Clients continued to rank Business Plan (34%), Marketing Plan (29%), Financial Strategy (20%), and General Management (19%) as the planning/strategy areas where they have been most often assisted. Both Web-based Strategy and Feasibility Plan both increased by two percentage points this year.

²³ Additional results for 2011 included: purchasing strategy and production plan (5%), training plan for staff (4%), distribution plan and international trade (2%). Totals may not equal 100% due to non-response and multiple responses.

OED Resource Partners' counseling helped clients increase their sales and profit margins.

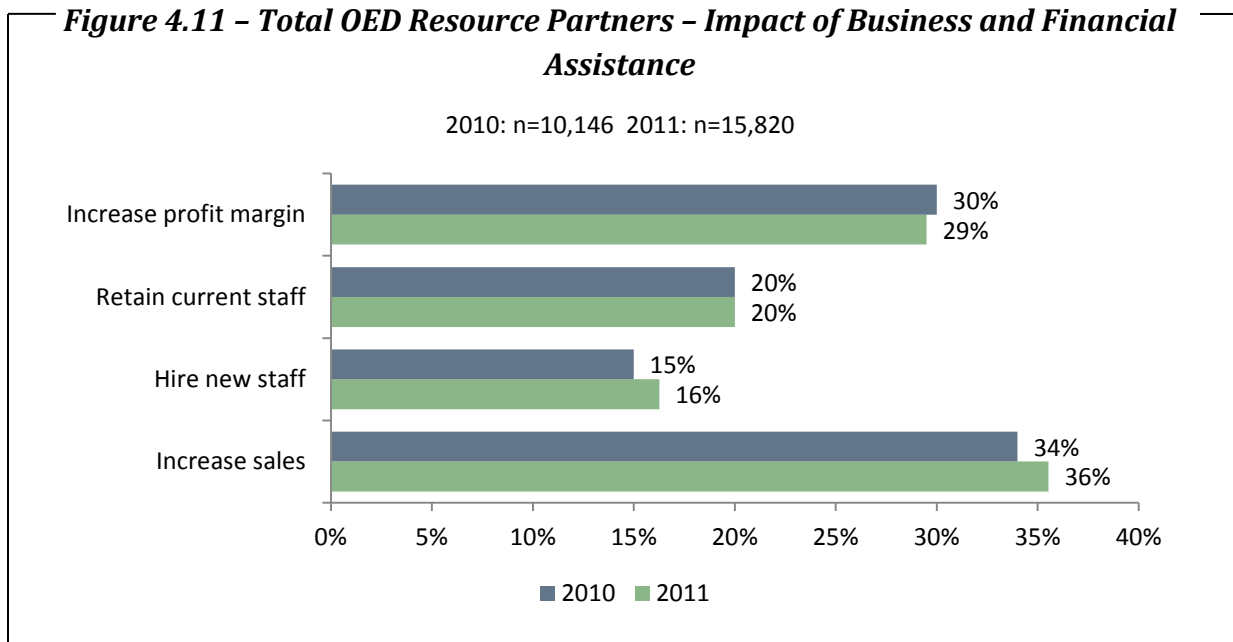


Figure 4.11 presents findings on financial impact of OED Resource Partner face-to-face counseling assistance irrespective of the client’s reasons for seeking assistance. OED Resource Partner clients indicated that face-to-face counseling most often helped them to increase their sales (36%) and profit margins (29%).

OED Resource Partner Clients who received three or more hours of counseling realized their greatest impacts on sales (40%) and profit margins (33%).

Figure 4.11A – Total OED Resource Partners –Impact of Business/Financial Assistance by Hours of Counseling

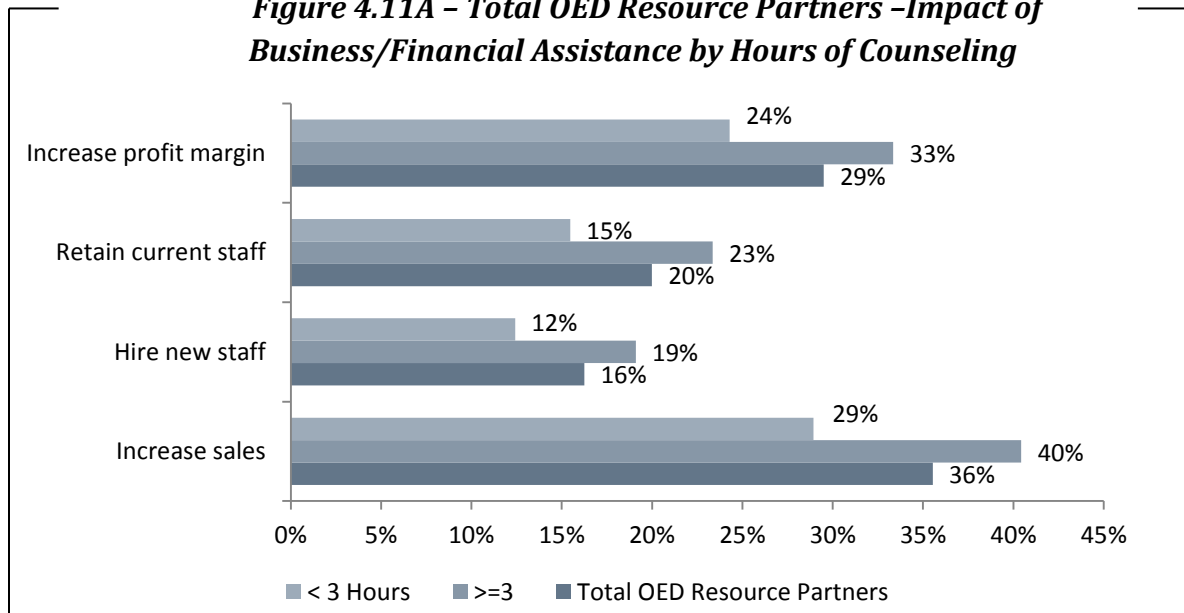


Figure 4.11A shows the financial impact of OED Resource Partner counseling relative to the number of hours of counseling received reported in two categories: less than 3 hours and 3 or more hours of counseling received. For comparison, the overall level of perceived financial impact is also provided; this does not distinguish by hours of counseling. Total OED Resource Partner clients' ratings by aggregated hours of counseling were lower than those more than three hours of counseling.

Cross-Sectional Demographic Analysis

This section compares mean revenues and employment for OED Resource Partners' face-to-face counseling clients by gender, race, ethnicity, and veteran status.

OED Resource Partners provided face-to-face counseling to a wide range of firm sizes in 2011 from average revenues of \$154,000 to \$911,000.

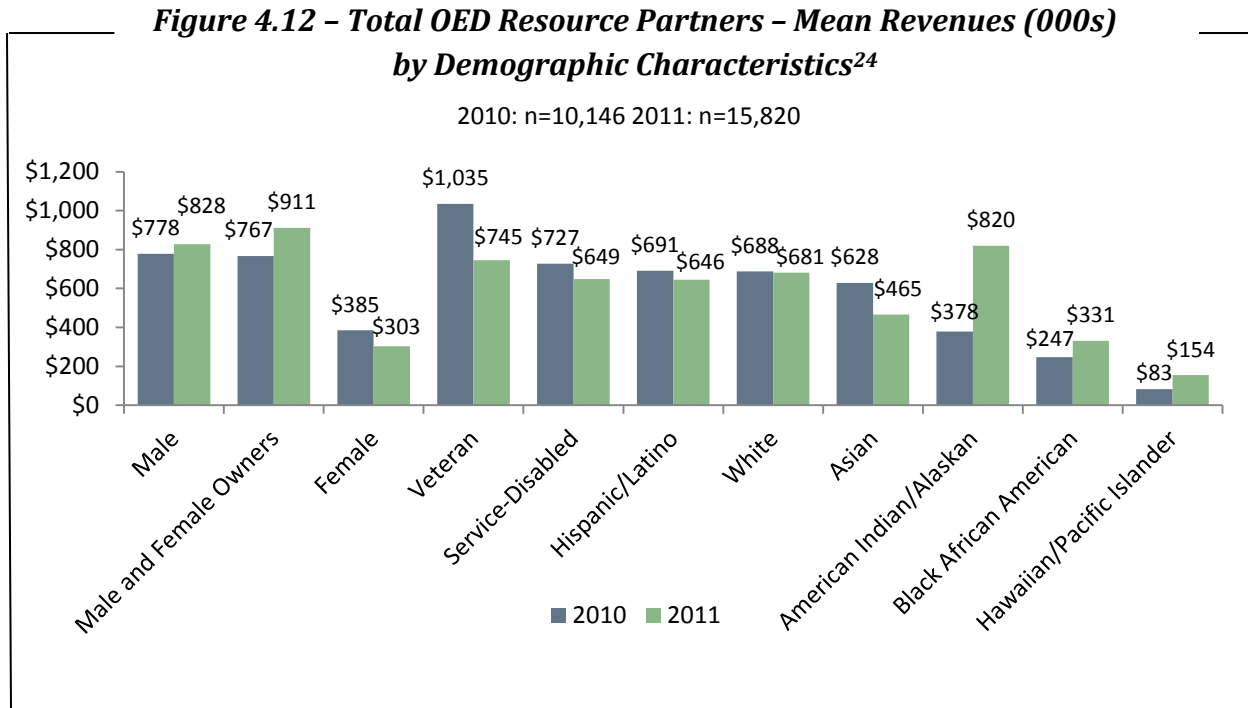


Figure 4.12 compares average revenues for firms in each demographic category, rounded to the nearest thousandth for 2010 and 2011 clients. This chart shows that 2011 female-owned firms (\$303,000) were on average much smaller than by male-owned firms (\$828,000) and firms owned by Males and Females (\$911,000), which were the largest. Average revenues for female-owned firms decreased in 2011 while those for male-owned and male- and female-owned rose in 2011. Veteran, White, Asian, and Hispanic/Latino firms had decreased revenues in 2011; however, American Indian/Native Alaskan, Black/African American and Hawaiian/Pacific Islander revenues increased. Veteran-owned firms (\$745,000, male- and female-owned firms (\$911,000), and male-owned firms (\$828,000) were the largest firms.

²⁴ Firms were required to report revenues within the range of \$1,000 to \$25,000,000.

OED Resource Partners provided face-to-face counseling to a wide range of firm sizes in 2011 from an average of 4.5 to 10.1 employees.

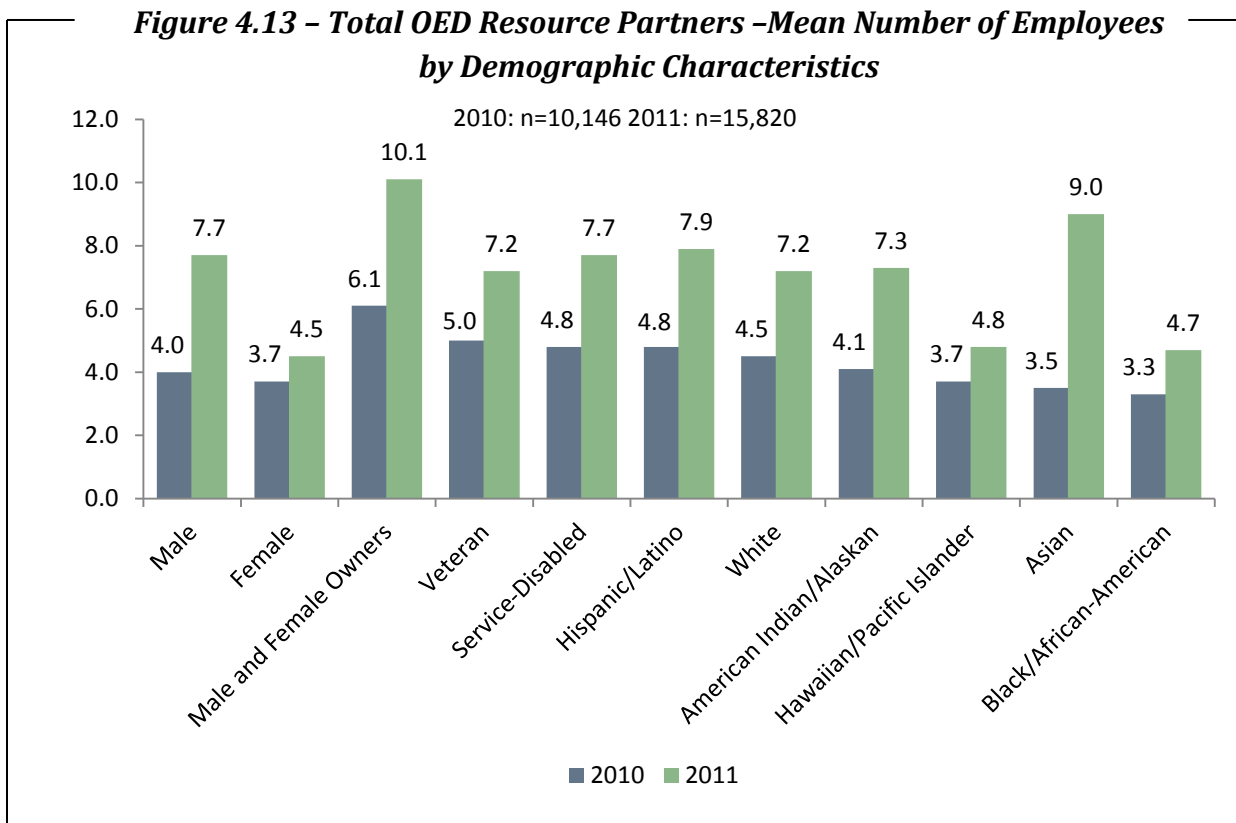


Figure 4.13 compares employment by demographic category. Every demographic group increased its number of employees in 2011,²⁵ although several groups had decreased revenues. (See previous chart).

Female firms (4.5) in 2011 had fewer employees than Male firms (7.7); however, firms with both male and female owners had the highest average employment levels in the gender category at 10.1.

²⁵ Due to the small sample sizes of Veteran, Asian, and Hawaiian/Pacific Islander and non-response, results should be treated with caution.

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V. SBDC vs. Total OED Resource Partners' Face-to-Face Counseling Clients

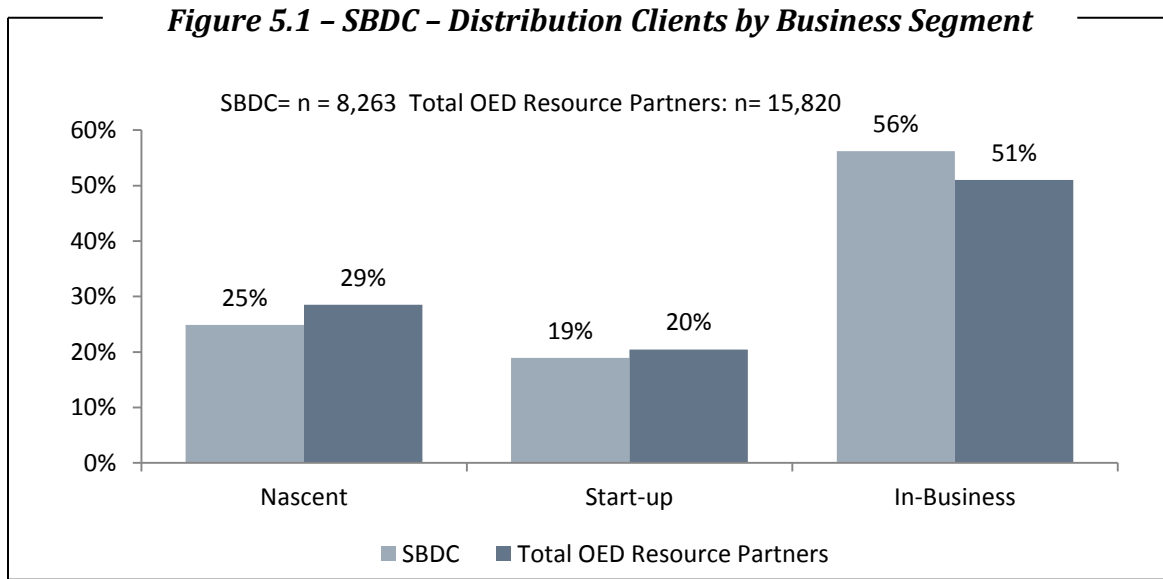
The following section presents results from SBDC clients. First, we report the general demographic and financial characteristics of SBDC 2011 face-to-face counseling clients. This is followed by findings on the usefulness of SBDC counseling as reported by Nascent, Start-up and In-Business firms organized by research question as follows:

- Is there a relationship between services/assistance provided by SBDC and the client's perception of the usefulness and value of services/assistance received?
- Is there a relationship between the services/assistance provided by SBDC and the client's decision to implement and/or change management and/or marketing practices?
- Is the service/assistance provided by SBDC having an impact on the client's financial position in terms of job creation, job retention and sales?

SBDC 2011 Face-to-Face Counseling Clients' Demographic Characteristics

This section describes the general demographic and firm characteristics of SBDC face-to-face counseling clients. These results are based on an analysis of 8,263 completed surveys.

Fifty-six percent of SBDC respondents were In-Business.



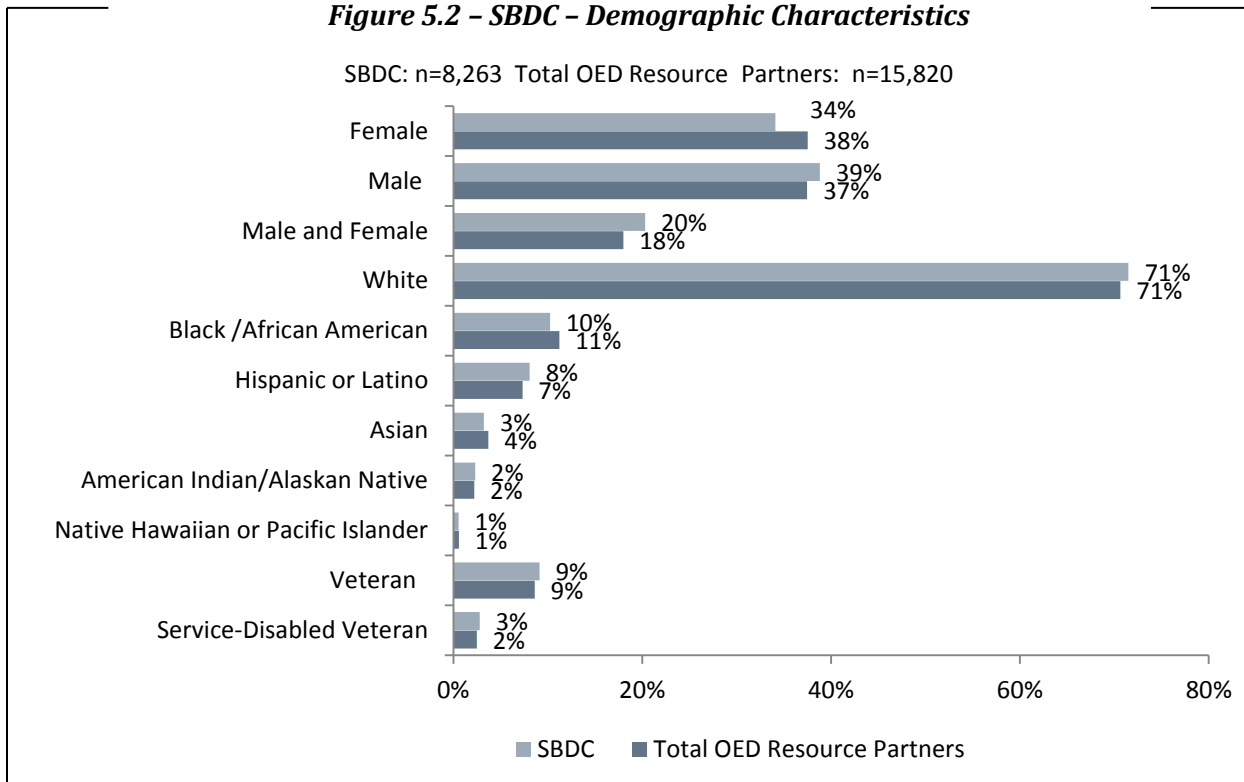
As shown in Figure 5.1, the largest business segment served by SBDC was the In-Business segment (56%), followed by the Nascent segment (25%), and the Start-up segment (19%).

Table 5.1 compares revenues and employment for SBDC vs. total OED Resource Partners. These results indicate that SBDC clients have higher average revenues and employees than total OED Resource Partner clients.

Table 5.1 – SBDC 2011 Client Revenues and Employment

2011 Clients	SBDC	Total OED Resources
Average Revenue	\$791,991	\$653,755
Average Employees	8.6	7.6

SBDC counsels a large percentage of White firms (71%) and a mix of Male (39%), Female (34%) and Male and Female (20%) firms.



Demographic characteristics of SBDC clients, including gender, race, ethnicity, and veteran status are reported in Figure 5.2.²⁶ The demographic makeup of SBDC comprised a smaller percentage of Females (34%) and a higher percentage of Males (39%) unlike total OED Resource Partners at 38% and 37% respectively. In addition, SBDC served a higher percentage of Females than Males and Females combined by 14 percentage points. Other demographic proportions followed a pattern similar to those of total OED Resource Partners.

²⁶ Reservists and National Guard Members each accounted for less than 1%. Totals may not equal 100% due to non-response or multiple responses.

SBDC clients represented a similar age distribution as that of total OED Resource Partner clients.

Figure 5.3 –SBDC – Age of Business Owner

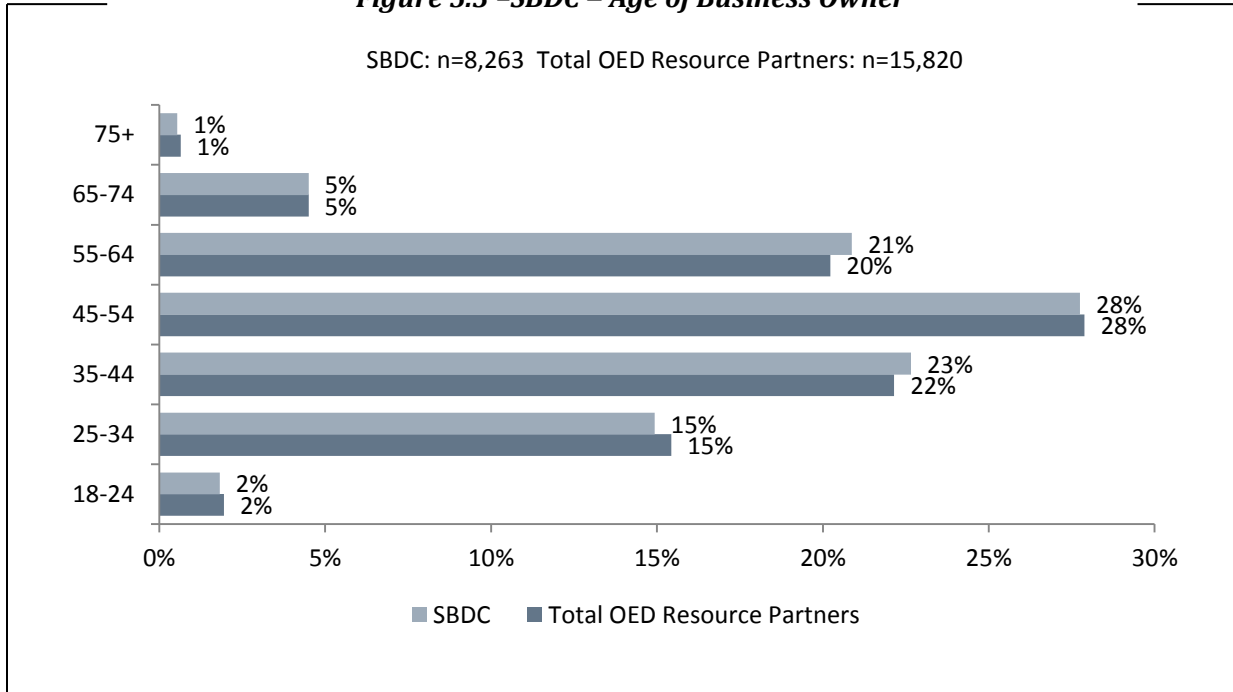


Figure 5.3 shows the distribution of SBDC clients by age of business owner. The largest age group served was between the ages of 45 and 54 (28%). SBDC clients’ age distribution was consistent with that of total OED Resource Partners.

SBDC client distribution of type of business was consistent with total OED Resource Partner distribution across all categories.

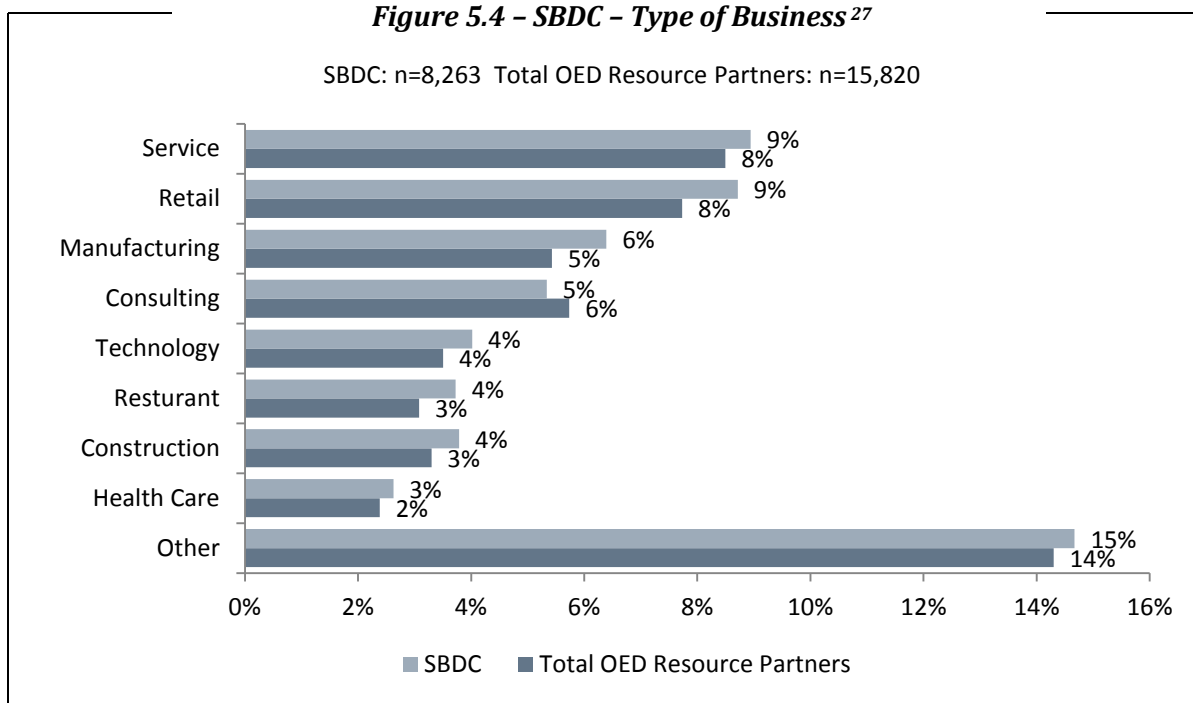


Figure 5.4 shows that the most common types of businesses served by SBDC were in the Service and Retail categories.²⁸ These results are generally consistent with the national averages from the 2007 Survey of Business Owners (SBO) from the U.S. Census Bureau. Results that were not consistent included Manufacturing, reported in the SBO to be 2%; Construction, reported to be 13%; and Retail at 12%, and Health Care, reported to be 9%. It should be noted that SBO Industry classifications are not identical to those of this study; therefore, exact comparisons are not possible.

²⁷ Because of non-responses and multiple business type selections, the total for all business types might not equal 100%.

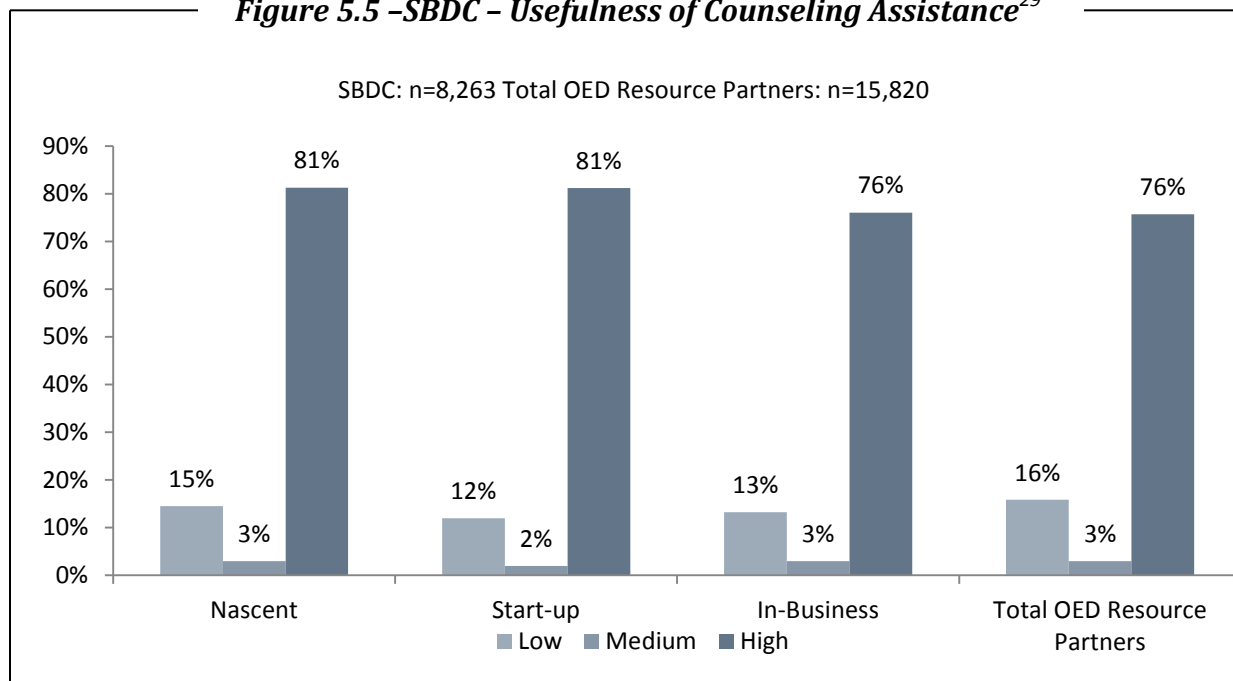
²⁸ The top 9 categories for 2011 clients are displayed in the chart above. Additional responses included: Finance, Education, Insurance and Real Estate, Entertainment, Publishing, Transportation, and Engineering each at 2% or less.

SBDC 2011 Client Attitudes Regarding Face-to-Face Counseling Assistance

In this section we report on SBDC client attitudes regarding the usefulness and value received from SBDC face-to-face counseling and the impact on those attitudes based upon the hours of counseling received. SBDC client attitudes are compared to those of total OED Resource Partners.

Eighty-one percent of SBDC Nascent and Start-up clients and 76% of In-Business clients reported their counseling was useful of very useful.

Figure 5.5 –SBDC – Usefulness of Counseling Assistance²⁹



Overall 79% of SBDC clients reported that the information they received from counselors was useful.³⁰ Figure 5.5 shows ratings of usefulness of SBDC OED Resources provided by business segment and compared to total OED Resource Partners. Nascent and Start-up firms rated the usefulness of information higher than and In-Business firms.

²⁹ Low value includes the ‘Somewhat Useful/Valuable’ and ‘Not Useful/Valuable’ response categories. High value includes the ‘Extremely useful/Valuable’ and ‘Useful/Valuable’ response categories.

³⁰ Totals for SBDC clients overall were calculated without regard to business stage.

Eighty-three percent of SBDC clients that received more than five hours of face-to-face counseling and 77% that received between three and five hours of counseling found it useful or very useful.

Figure 5.5A – SBDC – Usefulness of Assistance by Hours of Counseling³¹

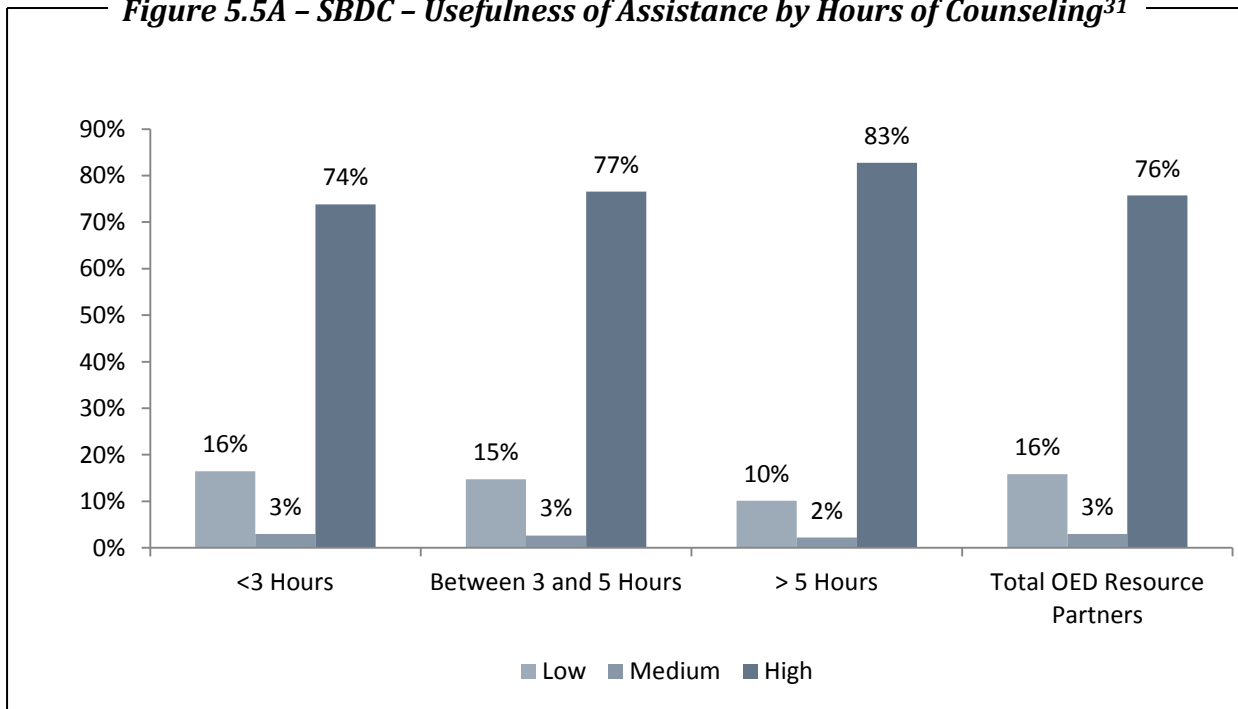


Figure 5.5A shows the perceived usefulness of SBDC counseling based upon the number of hours of counseling received. It shows that SBDC clients who received more than 5 hours of counseling rated usefulness as “high” or “very high” much more frequently than those SBDC clients who received less than 5 hours of counseling and more frequently than total OED Resource Partner clients aggregate hours of counseling.

³¹ Low value includes the ‘Somewhat Useful/Valuable’ and ‘Not Useful/Valuable’ response categories. High value includes the ‘Extremely Useful/Valuable’ and ‘Useful/Valuable’ response categories.

SBDC 2011 Clients' Business and Financial Impacts of Face-to-Face Counseling Assistance

In this section the business and financial impacts of SBDC counseling are reported. SBDC client impacts are compared to those of total OED Resource Partner clients.

Over half of SBDC Start-up (56%) and In-Business (60%) clients changed their management practices/strategies as a result of the assistance they received.

Figure 5.6 –SBDC –Changes in Management Practices/Strategies

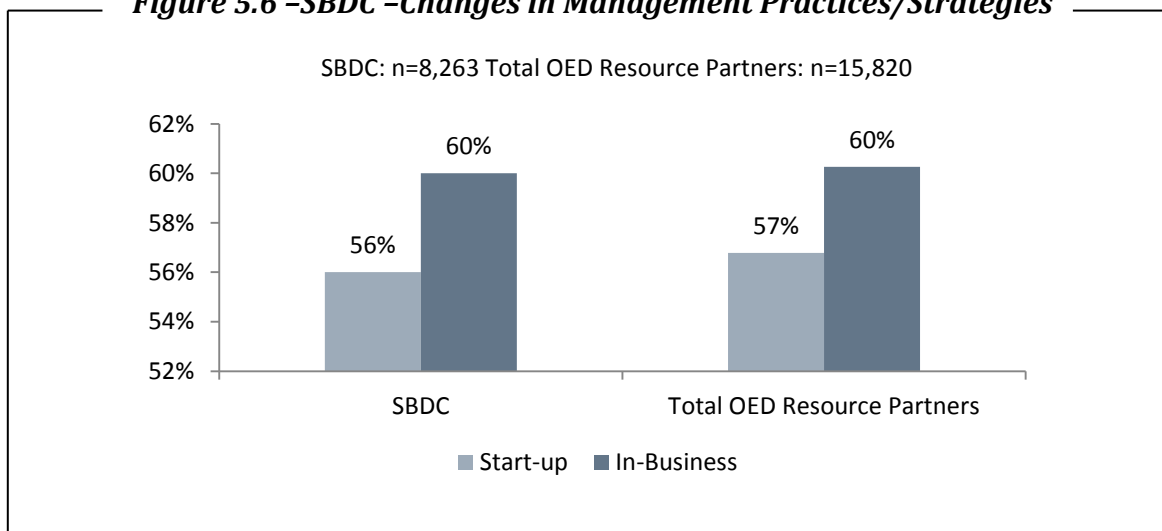


Figure 5.6 compares SBDC client decisions to change management practices or strategies by business segment. As a result of SBDC assistance, 56% of Start-up firms and 60% of In-business firms changed their management practices or strategies. The levels of SBDC Start-up and In-Business clients that changed their management practices were consistent with those for total OED Resource Partner clients.

SBDC clients reported that the counseling they received led to the development of business plans (37%) and marketing plans (31%).

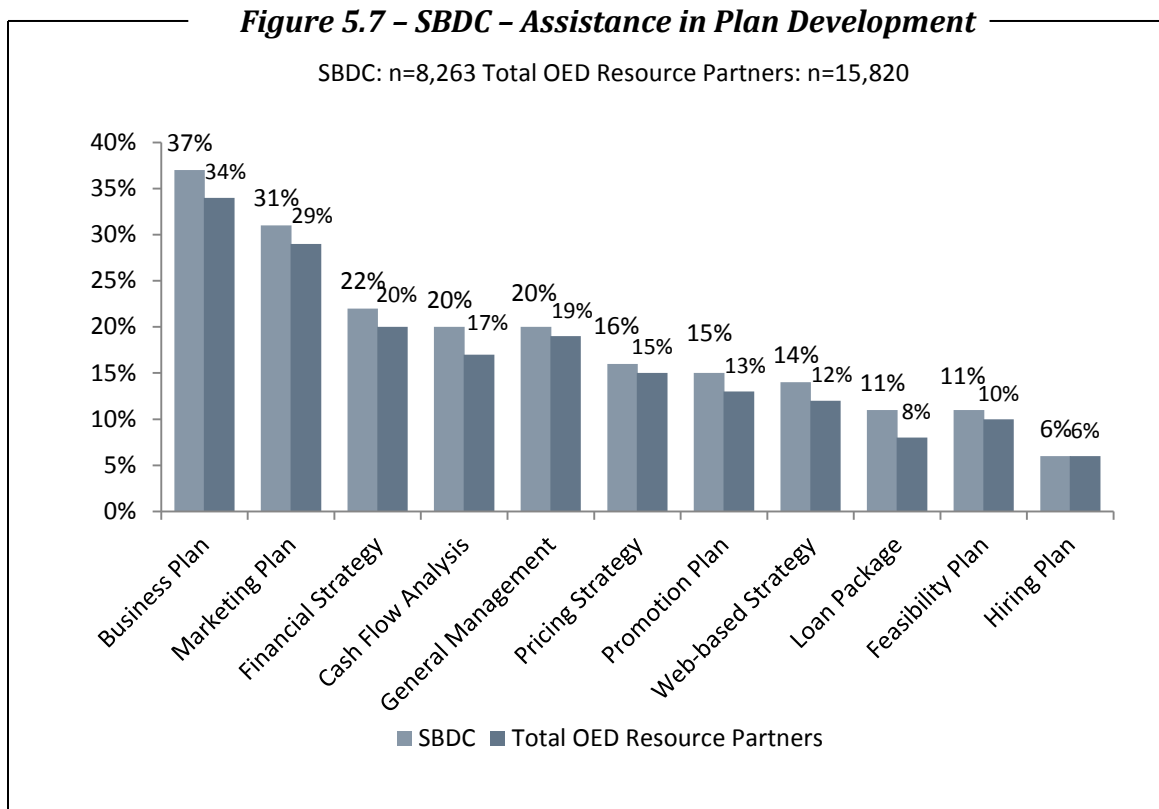


Figure 5.7 reflects the percentage of Start-up and In-Business firms that reported that SBDC face-to-face counseling assistance led to the development of business plans (37%), marketing plans (31%), and financial strategies (22%), etc.³² The percentage of SBDC counseling clients that received assistance with the plan development was higher in every category than the corresponding percentages for total OED Resource Partners except hiring plan where those percentages were equal.

³² The 2011 results for the top 11 categories are displayed in the chart above. Additional results included: Purchasing and Production at 5%, Training and Distribution Strategy at 4%, and International Trade at 2%. Totals do not add to 100% due to non-response and multiple selections.

SBDC In-Business client ratings of business/financial impact of assistance exceeded both Start-up and total Resource client ratings.

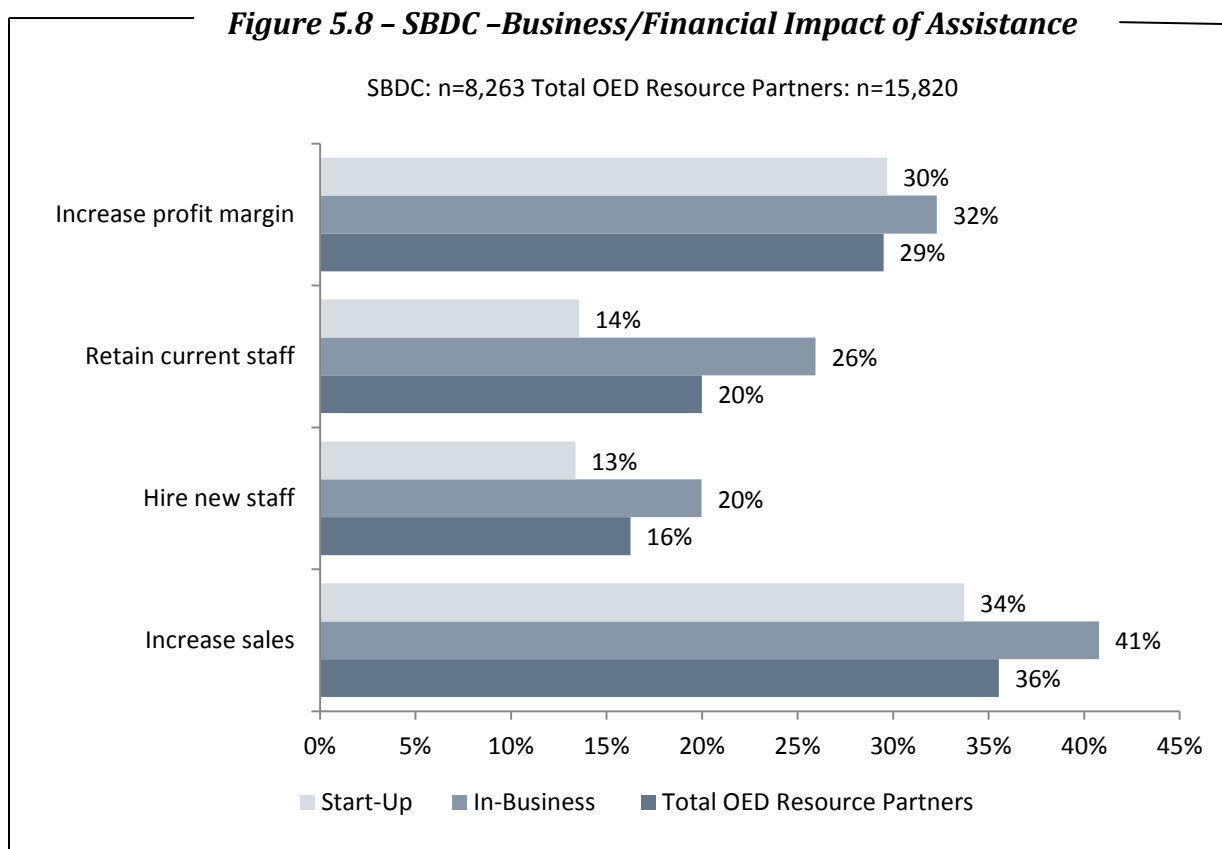


Figure 5.8 depicts that SBDC counseling assistance had greater business and financial impact on the In-Business segment than on the SBDC Start-up segment in every category; and it had a greater impact on SBDC client than total OED Resource Partner clients. Clients attributed these impacts to the counseling they received, regardless of the type of assistance they were originally seeking.

SBDC clients that received more hours of face-to-face counseling reported higher levels of business/financial impact of counseling.

Figure 5.8A – SBDC–Impact of Financial of Assistance by Hours of Counseling

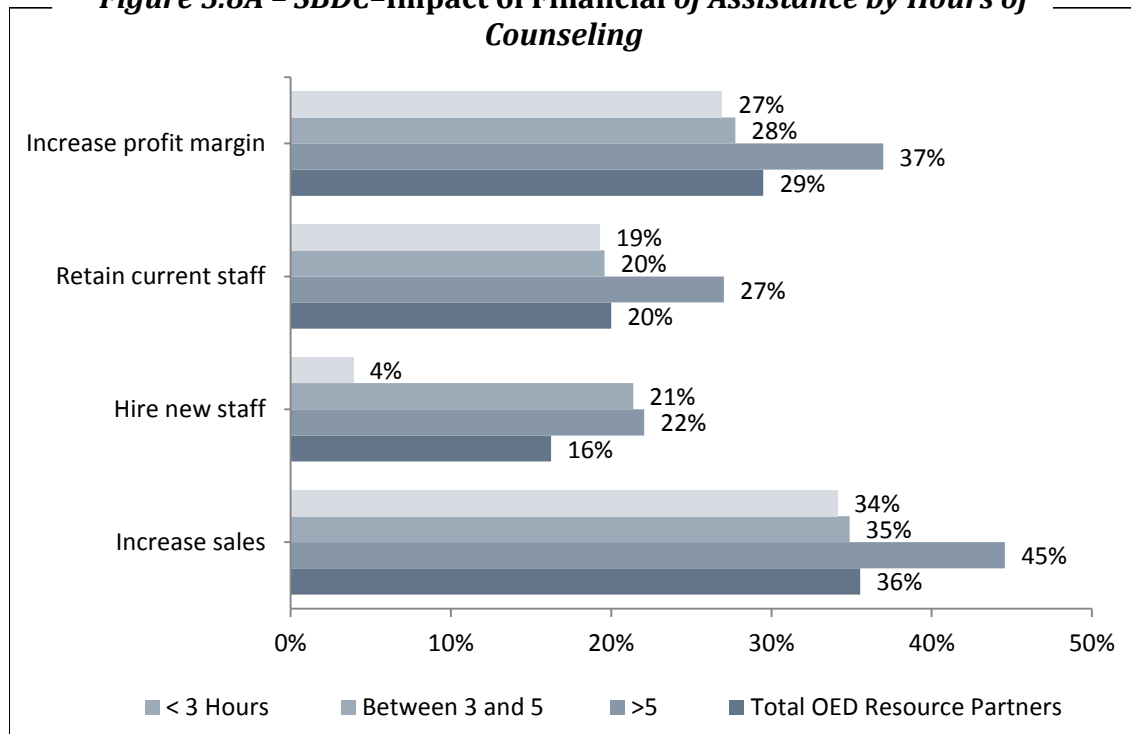


Figure 5.8A compares SBDC’s clients’ financial impact of counseling assistance on sales, profits, jobs, and the hiring and retention of employees to the financial impact results for total OED Resource Partners by hours of counseling received. The SBDC number of hours of counseling received is divided into three categories: less than three hours, between three and five hours, and five or more hours; and these are compared to the aggregated totals for all Resource Partners.

SBDC Clients who received five or more hours of counseling perceived greater impact of assistance than total OED Resources in each category. For example, 45% of clients that received more than five hours of counseling reported an increase in sales, and 37% of clients that received 5 or more hours reported an increase in profit margins. Total OED Resource Partners reported 36% and 29% in the same categories, respectively. These figures are reported for Start-up and In-Business clients only, because they are not relevant for Nascent firms.

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VI. SCORE vs. Total OED Resource Partners' Face-to-Face Counseling Clients

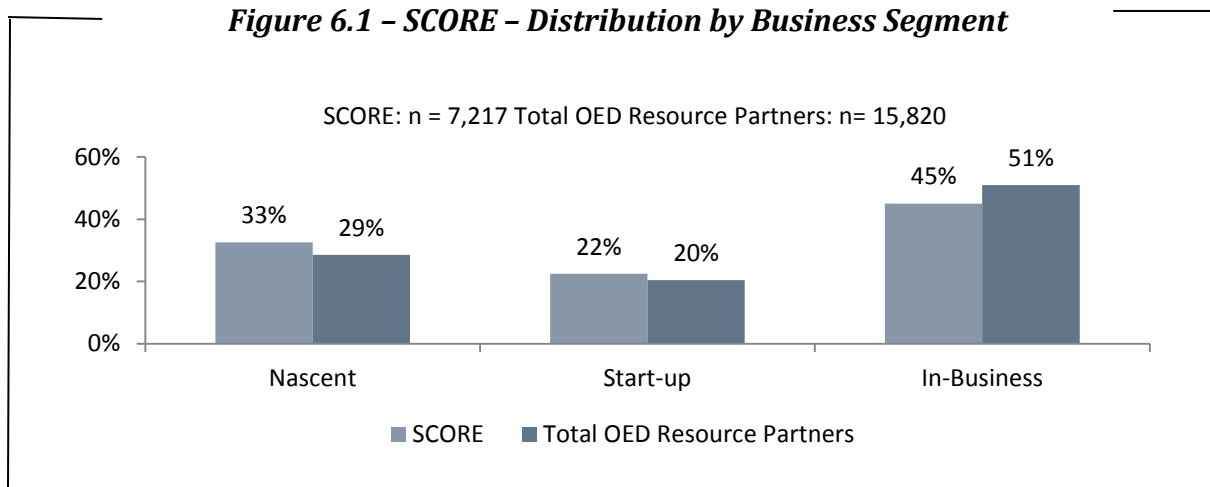
The following section presents results from 2011 clients that received face-to-face counseling from SCORE. First, we report the general demographic and financial characteristics of SCORE clients. This is followed by findings on the usefulness and financial impact of SCORE's face-to-face counseling assistance for Nascent, Start-up, and In-Business firms organized by research question as follows:

- Is there a relationship between services/assistance provided by SCORE and the client's perception of the usefulness and value of services/assistance received?
- Is there a relationship between the services/assistance provided by SCORE and the client's decision to implement and/or change management and/or marketing practices?
- Is the service/assistance provided by SCORE having an impact on the client's financial position in terms of job creation, job retention and sales?

SCORE 2011 Face-to-Face Counseling Clients' Demographic Characteristics

This section describes the general demographic and firm characteristics of SCORE clients. These results are based on an analysis of 7,217 completed surveys.

Forty-five percent of SCORE respondents were In-Business.



As shown in Figure 6.1, the largest business segment served by SCORE was the In-Business segment (45%) compared to Nascent (33%) and Start-up (22%). Fifty-one percent of total OED Resource clients were In-Business; 29 % were Nascent and 20 percent were Start-up.

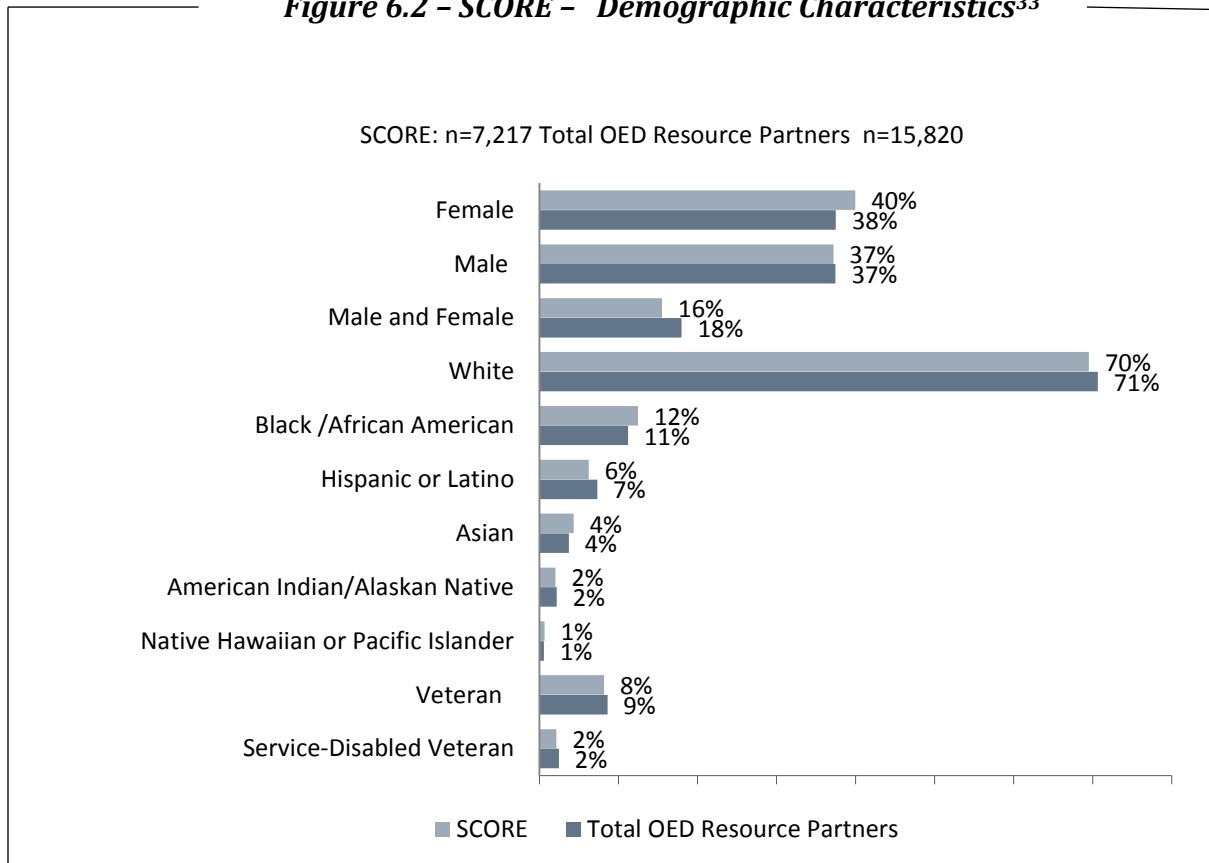
Table 6.1 compares revenues and employment for SCORE clients vs. total OED Resource Partners. SCORE client revenues are lower than the average for total OED Resource Partners.

Table 6.1 – SCORE 2011 Client Revenues and Employment

<i>2011 Clients</i>	<i>SCORE</i>	<i>Total OED Resources</i>
Average Revenue	\$478,460	\$653,755
Average Employees	6.3	7.6

SCORE counseled a large percentage of White firms (70%) and a mix of Male (37%), Female (40%), and Male and Female (16%).

Figure 6.2 – SCORE – Demographic Characteristics³³



Demographic characteristics of SCORE clients, including gender, race, ethnicity, and veteran status are reported in Figure 6.2.³⁴ The distribution of firms was compared to the national averages from the SBO. The distribution was comparable across characteristics except for the following SBO figures: White business owners were 83% of the small business population, female business owners were 29%, and male business owners were 51%.

The demographic distribution of SCORE clients follows a similar demographic pattern to that of total OED Resource Partners.

³³ Because of non-response and multi-responses, the totals may not equal 100%.

³⁴ The Veteran and Service-disabled Veteran categories are shown in the figure above. Additional results for SCORE clients included: Reservist and National Guard Member which are both less than 1%.

SCORE clients represented a similar age distribution as that of total OED Resource Partner clients.

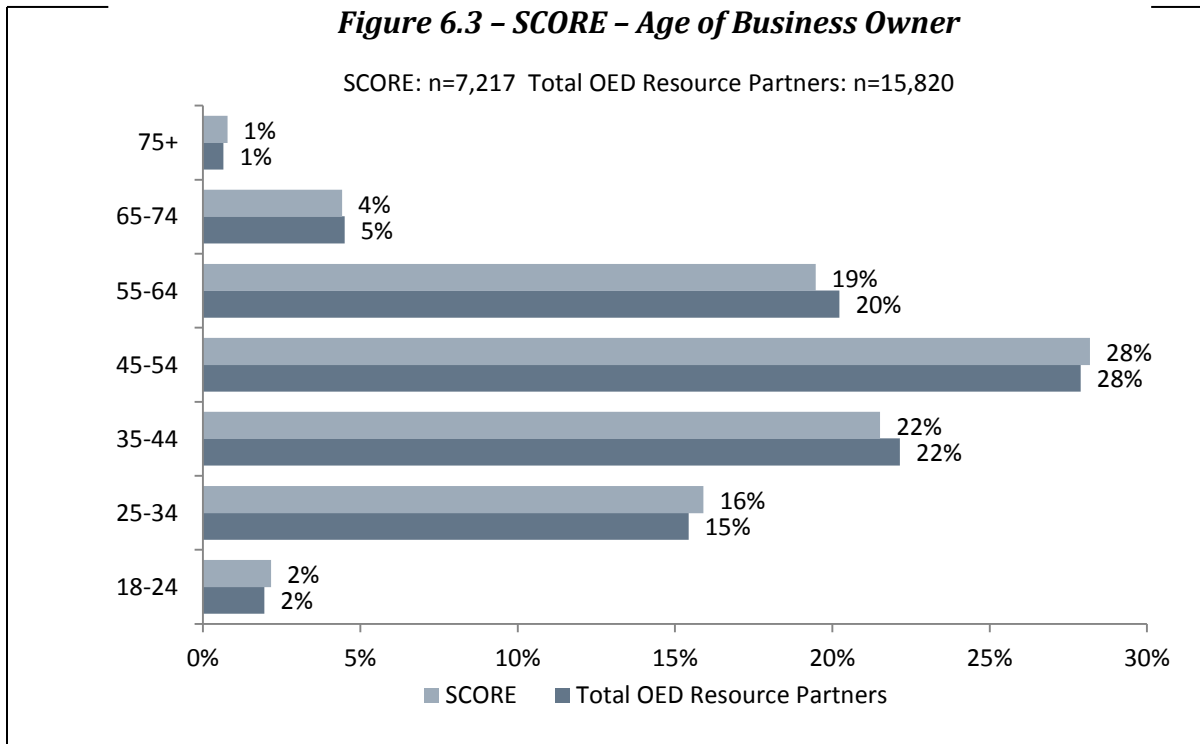


Figure 6.3 shows the distribution of SCORE clients by age of business owner. The largest age group served was between the ages of 45 and 54 (28%). SCORE clients' age distribution was consistent with that of total OED Resource Partners.

SCORE client distribution of type of business was consistent with that of total OED Resource Partners across all categories.

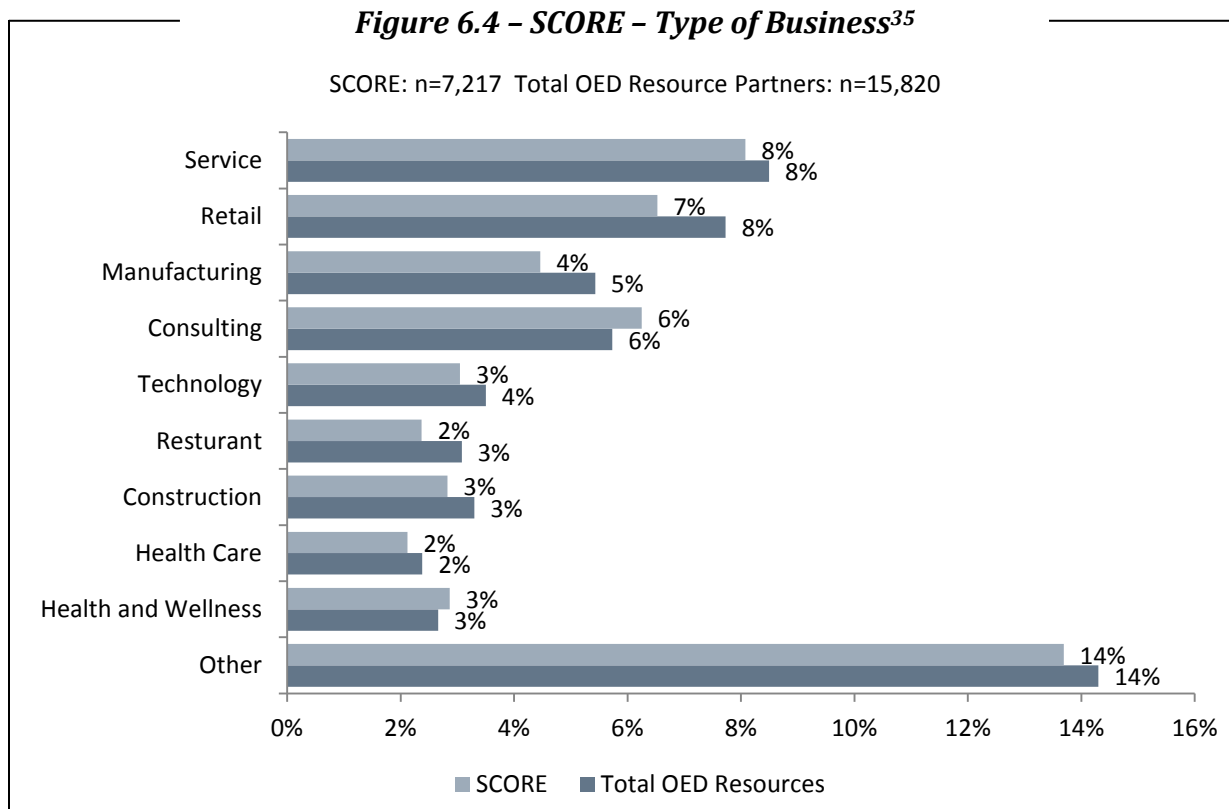


Figure 6.4 shows that the most common types of businesses served by SCORE were in Service (8%) and Retail (7%).³⁶ These results are mostly consistent with the national averages from the SBO. Results that were not consistent included Manufacturing, reported in the SBO to be 2%; Construction, reported to be 13%; and Health Care, reported to be 9%. Also, the figure shows the share of SCORE clients in the technology and restaurant was slightly lower than total OED Resources.

³⁵ Due to non-responses and multiple business type selections, the total for all business types may not equal 100%.

³⁶ Additional results for each of the other categories were 2% or less including Finance, Insurance and Real Estate, Education, Entertainment, Publishing, Transportation, Engineering, and Day Care.

SCORE 2011 Client Attitudes Regarding Face-to-Face Counseling Assistance

In this section we report on SCORE client attitudes regarding the usefulness and value that they received from their face-to-face counseling and the impact of those attitudes based upon the hours of counseling that they received. SCORE client attitudes are compared to those of total OED Resource Partners.

Seventy-six percent of SCORE Nascent clients, 72% of Start-ups, and 71% of In-Business clients reported their counseling was useful or very useful.

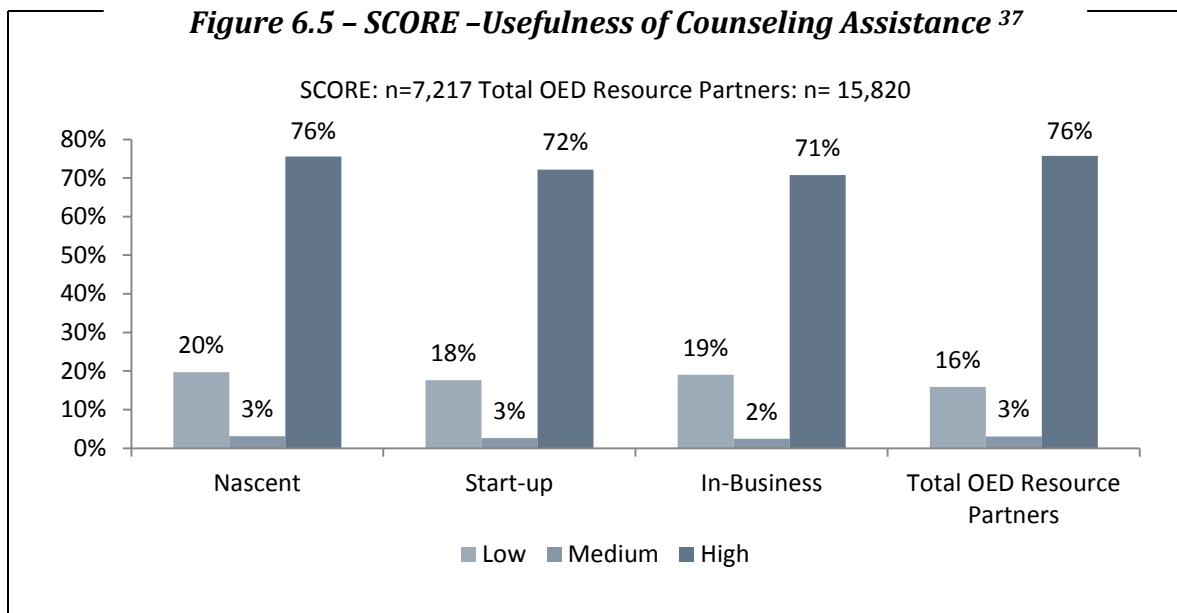


Figure 6.5 shows ratings of usefulness of SCORE counseling provided by business segment compared to total OED Resource Partners. More Nascent clients reported higher levels of usefulness regarding the counseling assistance they received when compared to other business segments. Approximately 73% of SCORE clients reported that the information they received from their counselors was valuable. This percentage was calculated for SCORE clients overall, without regard to business segment and is lower than the rating for overall total OED Resource Partners at 76%

³⁷ Low value includes the ‘Somewhat Valuable’ and ‘Not Valuable’ response categories. High value includes the ‘Extremely Valuable’ and ‘Valuable’ response categories.

Seventy-three percent of SCORE clients that received three or more hours of face-to-face counseling found it useful.³⁸

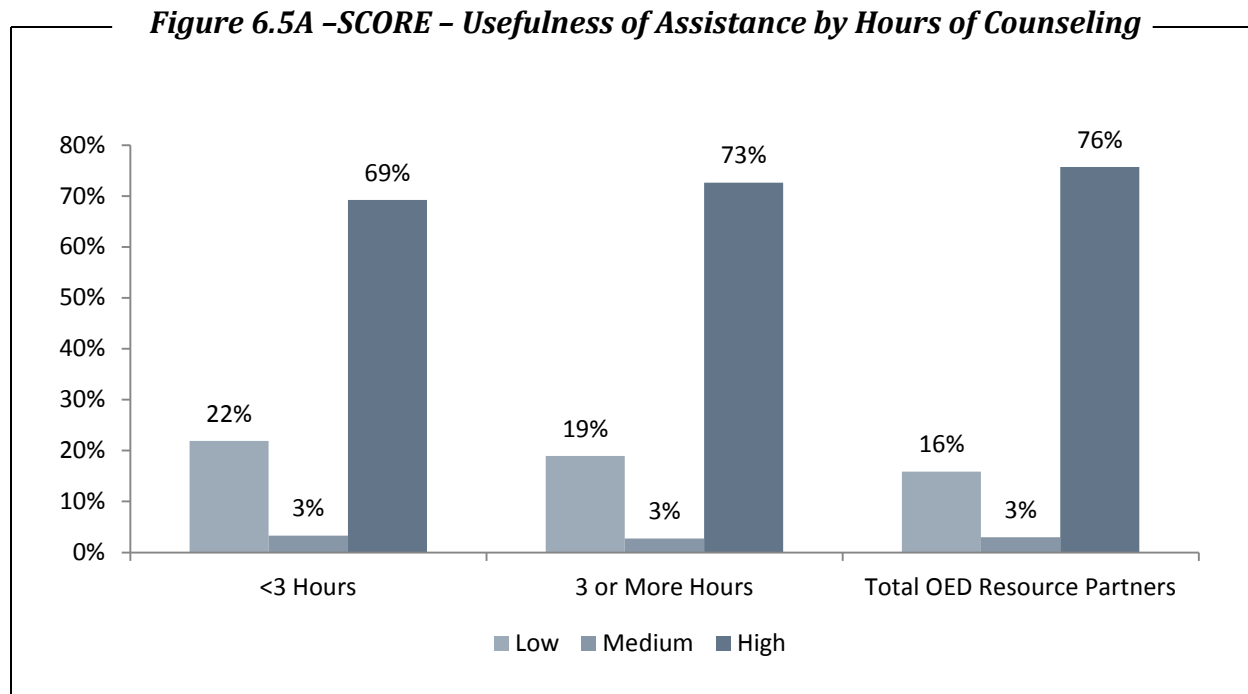


Figure 6.5A shows the perceived usefulness of SCORE assistance based upon the number of hours of counseling received. Figure 6.5A shows that 73% of SCORE clients that received 3 or more hours of counseling rated SCORE usefulness as “high” or “very high” compared to 69% of clients that received less than 3 hours of counseling.

³⁸ Low value includes the ‘Somewhat Useful’ and ‘Not Useful’ response categories. High value includes the ‘Very Useful’ and ‘Useful’ response categories.

SCORE 2011 Clients' Business and Financial Impacts of Face-to-Face Counseling Assistance

In this section we report on the impact SCORE face-to-face counseling had on their clients' business and management practices/strategies as well as the financial outcomes that this counseling afforded them. SCORE client impacts are compared to those of total OED Resource Partners.

Over half of SCORE In-Business (61%) and Start-up (57%) clients changed their management practices/strategies as a result of the counseling they received.

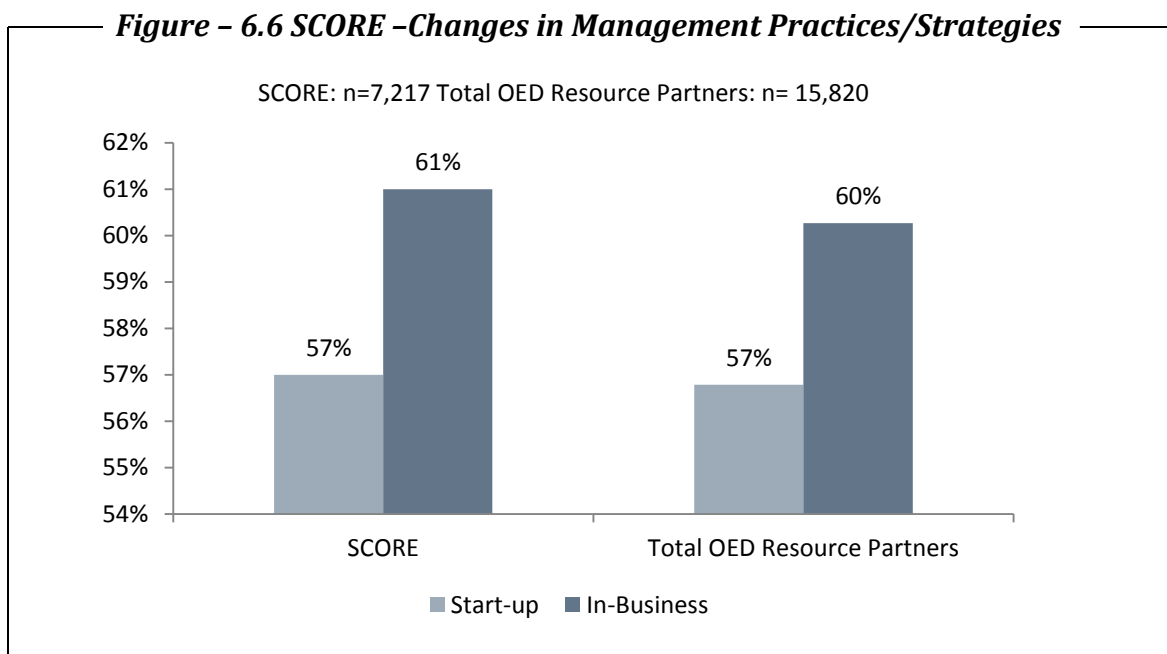


Figure 6.6 compares SCORE client decisions to change management practices or strategies by business segment. As a result of SCORE assistance, 57% of Start-up firms changed their management practices or strategies, and 61% of In-Business clients reported changing management practices or strategies. The percentages of SCORE Start-up and In-Business clients that changed their management practices and strategies were comparable to those for total OED Resource Partners.

SCORE clients reported that the counseling they received led to the development of business plans (31%) and marketing plans (26%).

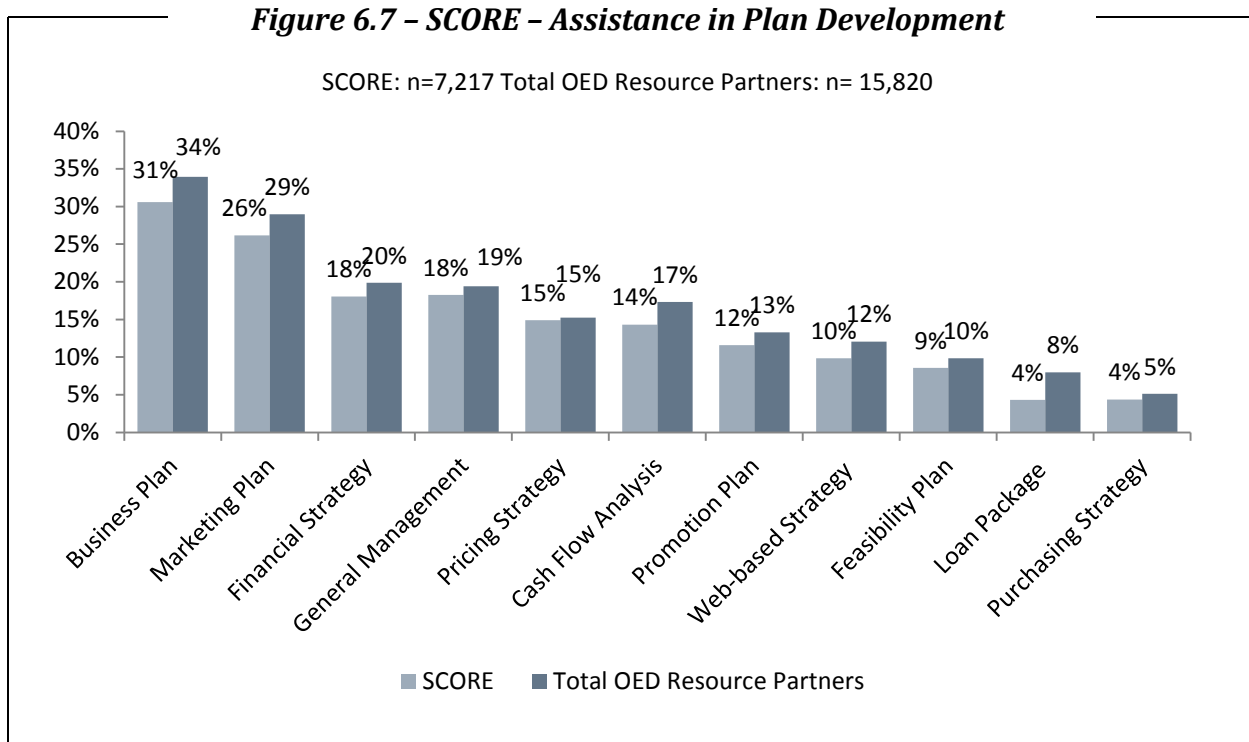


Figure 6.7 reflects the percentage of firms reporting that SCORE counseling assistance led to the development of business plans, marketing plans, and financial strategies, etc.³⁹ SCORE clients reported receiving assistance somewhat less often than total OED Resources Partners for every category.

³⁹ The 2011 results for the top 11 categories are displayed in the figure above. Additional results for included: distribution plan (4%), production plan (4%), hiring plan (4%), and training plan (3%).

SCORE In-Business client ratings of business/financial impact of assistance exceeded Start-up client ratings but were less than those for total OED Resource Partner clients.

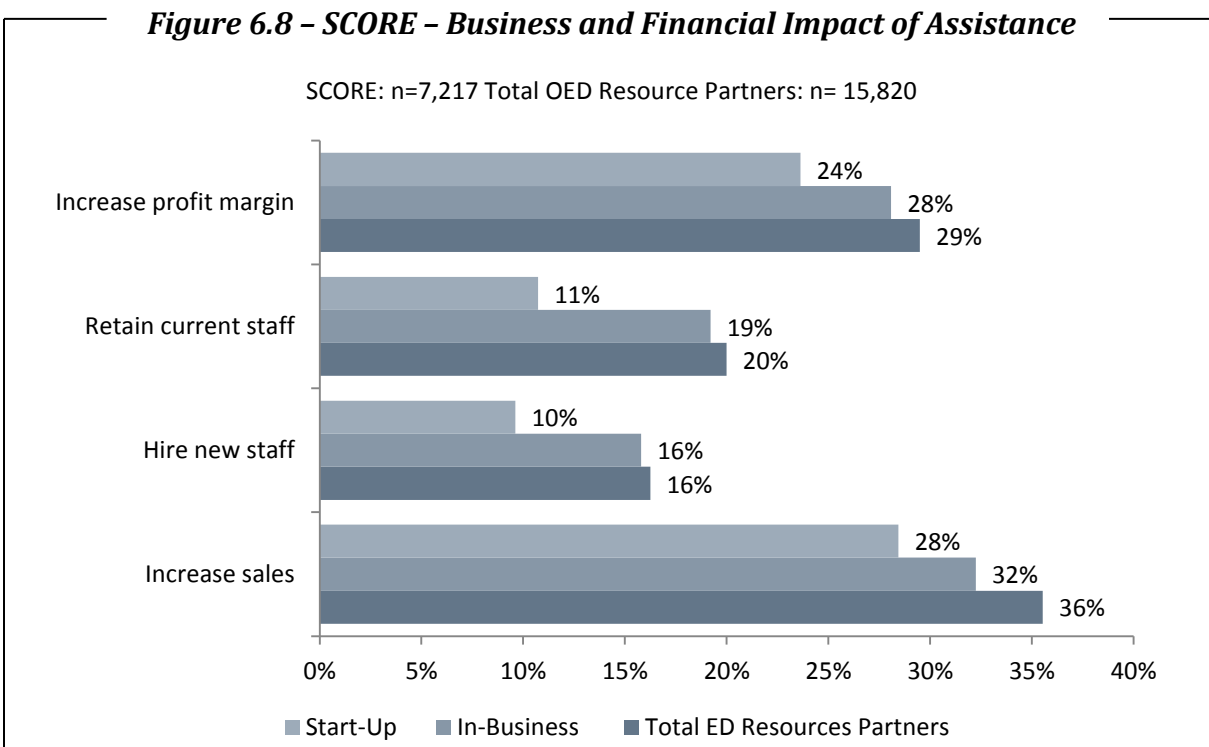


Figure 6.8 compares SCORE’s Start-up and In-Business clients in terms of the reported business and financial impact of counseling assistance on sales, profits, jobs, and the retention and hiring of employees irrespective of reasons for seeking assistance.⁴⁰ Twenty-eight percent of Start-up clients reported that they were able to increase sales as a result of SCORE assistance, compared to 36% for total OED Resources. Twenty-four percent increased their profit margin; 19% of SCORE In-Business clients reported that they were able to retain current staff and 16% hire new staff. SCORE clients reported slightly lower impacts in every category and business segment compared to that of total OED Resource Partners.

⁴⁰ This comparison excludes the Nascent category for total OED Resources and SCORE.

SCORE Clients that received more hours of face-to-face counseling reported higher levels of business/financial impact of counseling.

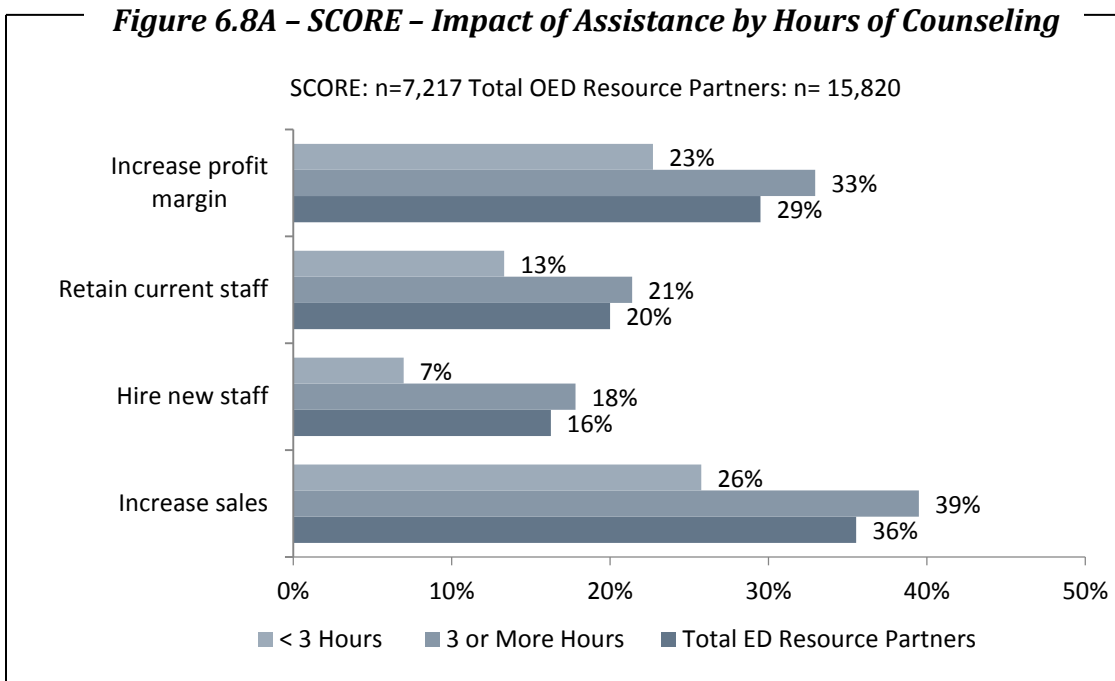


Figure 6.8A compares SCORE’s financial impact of assistance for increasing sales, profits, jobs, and the retention of employees to the financial impact results for total OED Resources by hours of counseling received. The number of hours of counseling received is divided into two categories for SCORE: less than 3 hours, and 3 or more hours. It is apparent from the figure above that the greater the number of hours of counseling received, the greater the perceived impact of assistance in every category reported by SCORE In-Business and Start-up clients.

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VII. WBC vs. Total OED Resource Partners' Face-to-Face Counseling Clients

The following section presents results from 2011 WBC face-to face counseling clients. First, we report the general demographic and financial characteristics of WBC face-to-face counseling 2011 clients. This is followed by findings on the usefulness of WBC counseling for Nascent, Start-up, and In-Business firms organized by research question as follows:

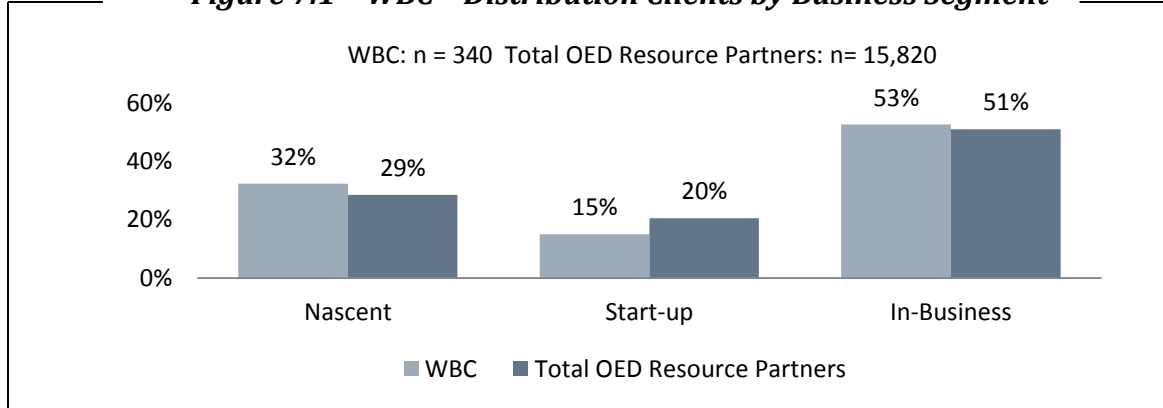
- Is there a relationship between services/assistance provided by WBC and the client's perception of the usefulness and value of services/assistance received?
- Is there a relationship between the services/assistance provided by WBC and the client's decision to implement and/or change management and/or marketing practices?
- Is the service/assistance provided by WBC having an impact on the client's financial position in terms of job creation, job retention and sales?

WBC 2011 Face-to-Face Counseling Clients' Demographic Characteristics

This section describes the general demographic and firm characteristics of WBC clients. These results are based on an analysis of 340 completed surveys.

Fifty-three percent of WBC respondents were In-Business

Figure 7.1 – WBC – Distribution Clients by Business Segment



As shown in Figure 7.1, the largest business segments served by WBC were In-Business (53%) and Nascent (32%), which were higher percentages than those of total OED Resource Partners at 51% and 29% respectively. WBC percentage of Start-ups was smaller than that of total OED Resource Partners.

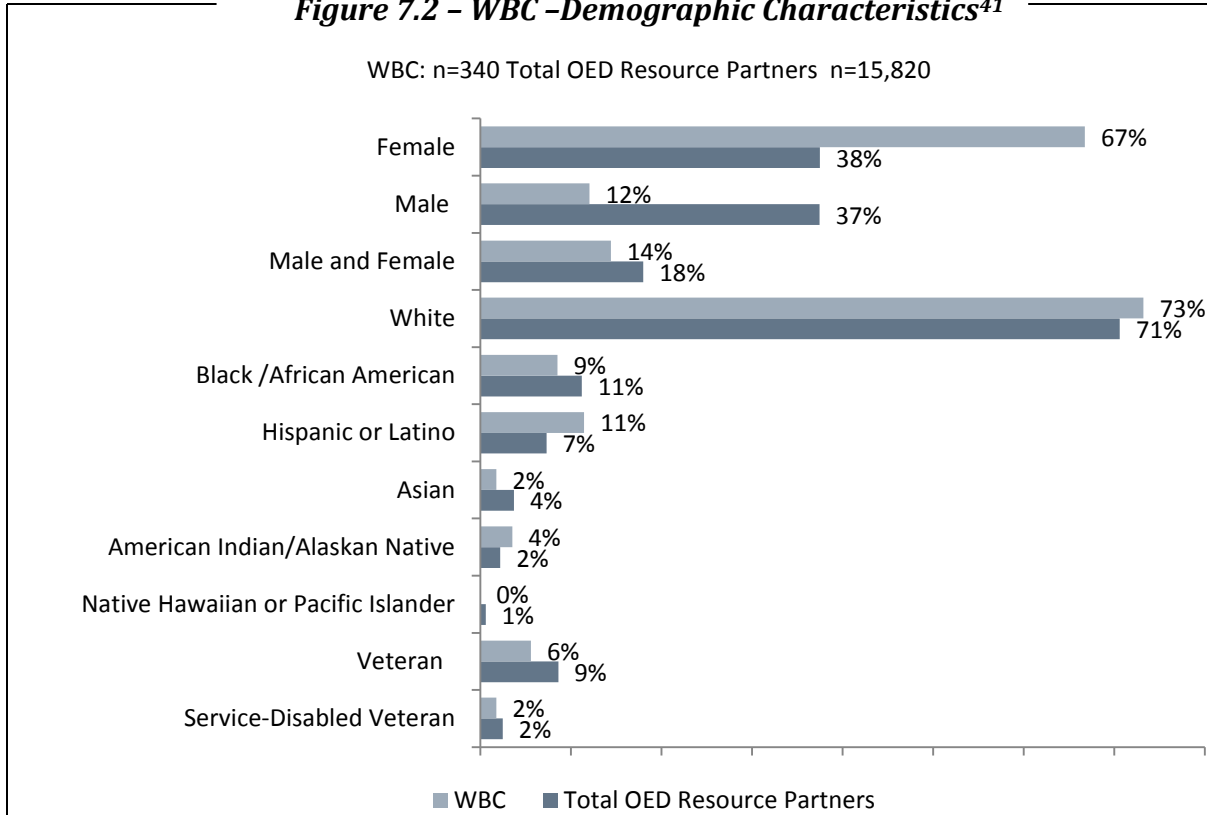
Table 7.1 compares revenues and employment for WBC clients vs. total OED Resources. WBC client revenues were lower than the average for total OED Resource Partners. WBC provides counseling services to the smallest firms among the OED Resource Partners.

Table 7.1 –WBC Client Revenues and Employment

2011 Clients	WBC	Total OED Resources
Average Revenue	\$157,341	\$653,755
Average Employees	3.4	7.6

WBC counsels a large percentage of White firms (73%) and a large percentage of Female firms (67%).

Figure 7.2 – WBC –Demographic Characteristics⁴¹



Demographic characteristics of WBC clients, including gender, race, ethnicity, and veteran status are reported in Figure 7.2.⁴² WBC serves a large proportion of Females (67%), a larger percentage of Female clients than any other Resource Partner. The percentages of White clients (73%), Hispanic or Latino clients (11%), and American Indian/Alaskan Native (4%) are also larger than those of total OED Resource Partners at 71%, 7%, and 2% respectively. The WBC percentage of Asian clients is 2%; whereas total OED Resource Partners share is 4%.

⁴¹ Because of non-response and multi-responses, the totals may not equal 100%. The WBC demographic distribution was compared to the national averages from the SBO. The distribution was comparable across characteristics except for the following SBO figures: White business owners were 83% of the small business population, Female business owners were 29%, and Male business owners were 51%.

⁴² The Veteran and Service-disabled Veteran categories are shown in the figure above. Additional results for WBC clients included: Reservist and National Guard Member which are both less than 1%.

Twenty-five percent of WBC clients were in the 45- 54 age group, followed by 23% for ages 35-44.

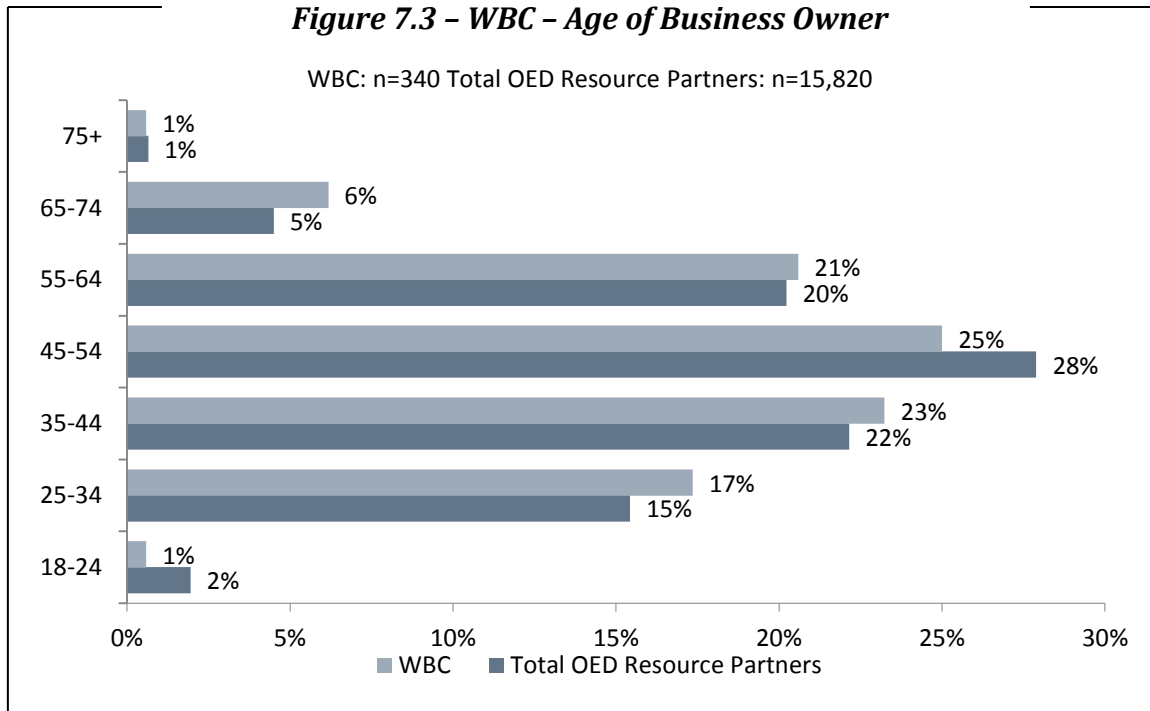
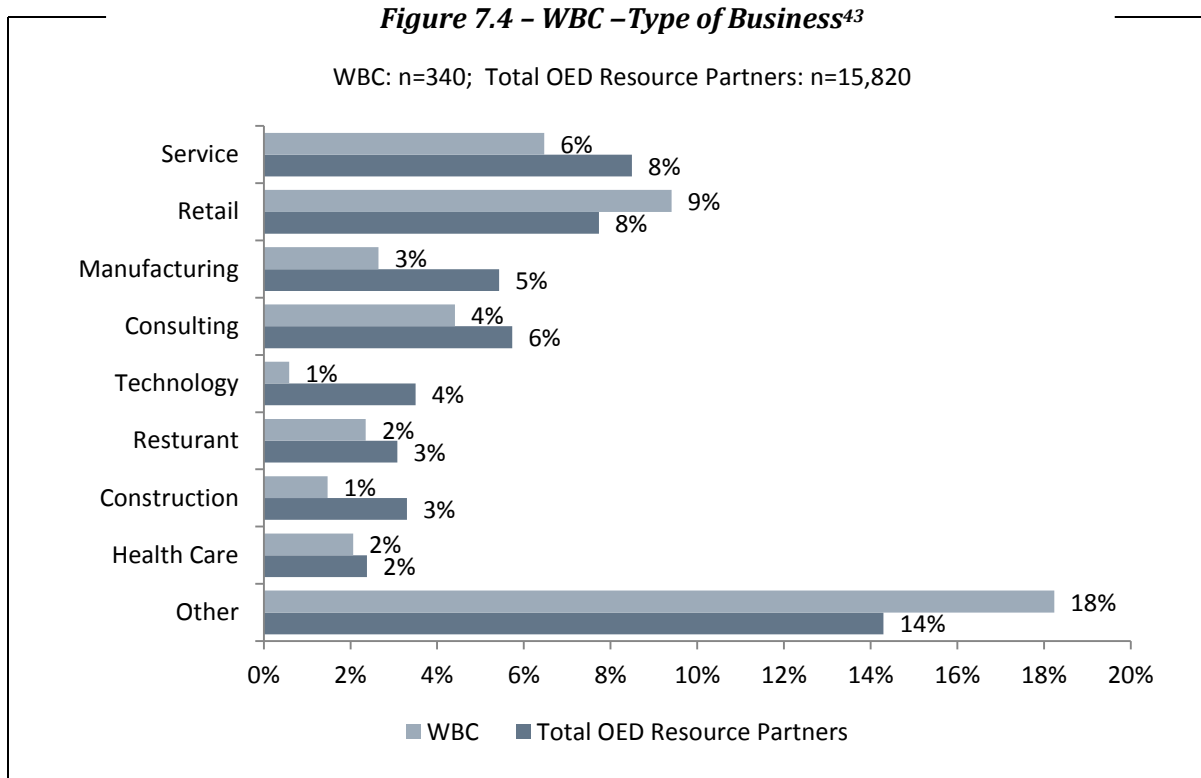


Figure 7.3 shows the distribution of WBC clients by age of business owner. The largest age group served was between the ages of 45 and 54 (25%). WBC served a larger percentage of clients aged 35-44 (23%) and 23-34 (17%) than total OED Resource Partners at 22% and 15% respectively.

WBC clients reported a higher percentage of “other” (18%) for business type than total Resource Partner clients (14%).



The most common businesses counseled by WBC were Service (6%) and Retail (9%).⁴⁴ The highest response was “other” and the largest number of business types reported in “other” was non-profit, design/art related, beauty-related and handyman/painting. WBC results are generally consistent with the national averages from the SBO. Results that were not consistent included Manufacturing, reported in the SBO to be 2%; Construction, reported to be 13%; and Health Care, reported to be 9%. Also, the figure shows that the share of WBC clients in the technology and restaurant industries was lower than total OED Resource Partners.

⁴³ Due to non-responses and multiple business type selections, the total for all business types may not equal 100%.

⁴⁴The top 10 categories for 2011 clients are displayed in the figure above. Additional results include: 2% or less including Finance, Insurance and Real Estate, Education, Entertainment, Publishing, Transportation, Engineering, and Day Care.

WBC 2011 Client Attitudes Regarding Face-to-Face Counseling Assistance

In this section we report on WBC clients’ attitudes regarding the usefulness and value that they received from their face-to-face counseling and the impact of those attitudes based upon the hours of counseling that they received. WBC client attitudes are compared to those of total OED Resource Partners.

Eighty-four percent of Start-ups, 78% of In-Business, and 75% of Nascent reported that WBC counseling was useful or very useful.

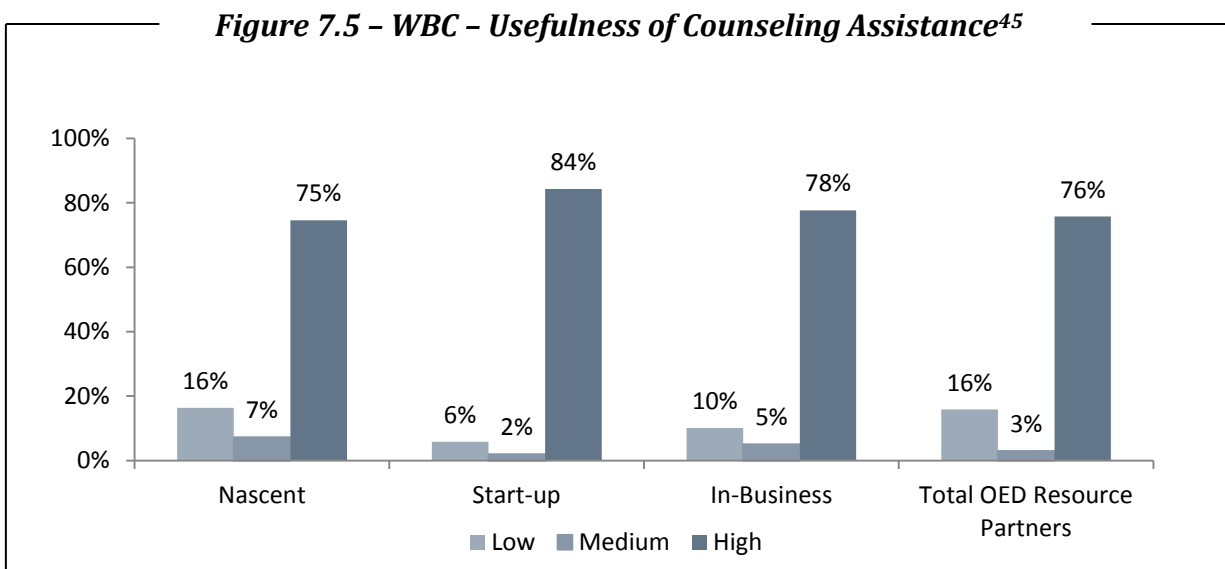


Figure 7.5 shows ratings of usefulness of WBC counseling provided by business segment compared to total OED Resource Partners. For WBC clients, a high percentage of Start-up clients (84%) reported their counseling was useful or very useful, 78% of In-Business, and 75% of Nascent also reported that WBC counseling was useful or very useful.

Approximately 79% of WBC clients reported that the information they received from their counselors was useful.⁴⁶

⁴⁵ Low value includes the ‘Somewhat Useful/Valuable’ and ‘Not Useful/Valuable’ response categories. High value includes the ‘Extremely Useful/Valuable’ and ‘Useful/Valuable’ response categories.

⁴⁶ This result does not appear in the figure above, which is displayed by business segment. This percentage was calculated for SCORE clients overall, without regard to business segment.

Seventy-eight percent of WBC clients that received three or more hours of counseling found it useful or very useful.

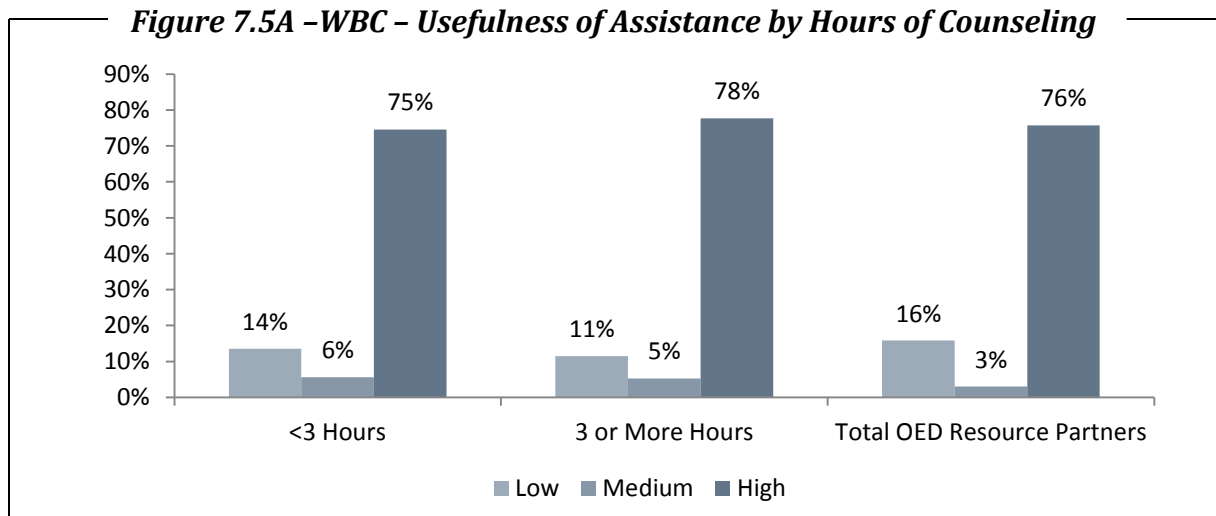


Figure 7.5A shows the perceived usefulness of WBC assistance based upon the number of hours of face-to-face counseling received. Figure 7.5A shows that 78% of WBC clients that received 3 or more hours of counseling rated WBC usefulness as “high” or “very high” compared to 75% of clients that received less than 3 hours of counseling.

WBC 2011 Clients' Business and Financial Impacts of Face-to-Face Counseling Assistance

In this section we report on the impact WBC face-to-face counseling had on its clients' management and business practices and as well as the financial outcomes that this counseling afforded them. WBC client impacts are compared to those of total OED Resource Partners.

Seventy-five percent of WBC Start-up clients and fifty-nine percent of In-Business clients changed their management practices/strategies as a result of the counseling they received.

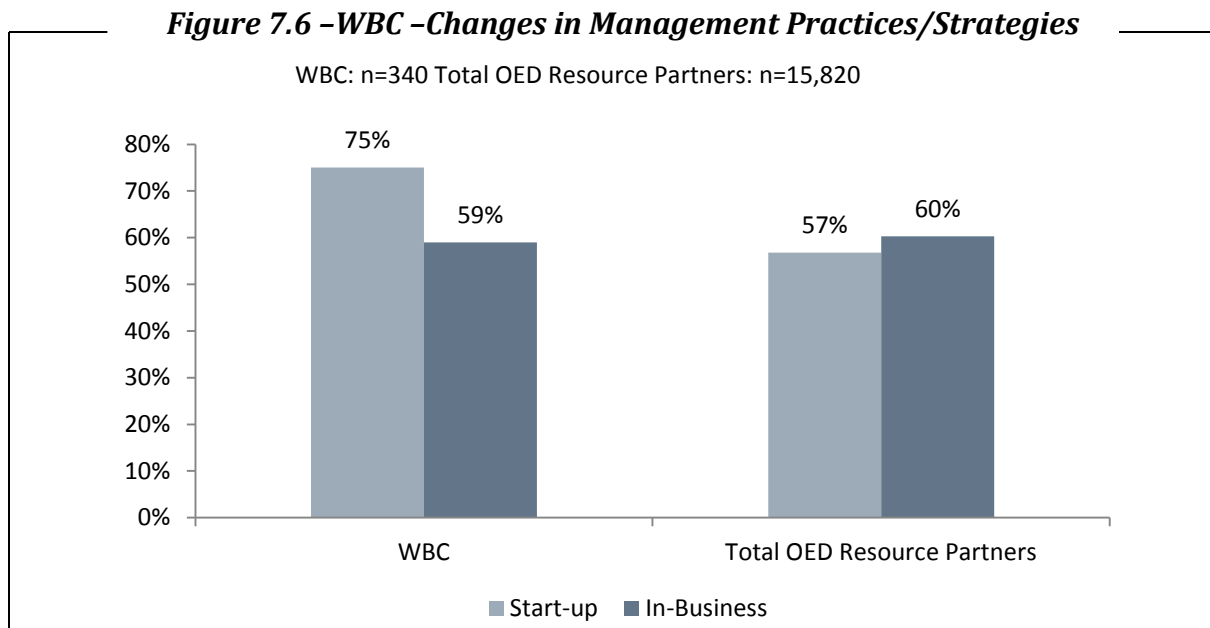


Figure 7.6 compares WBC client decisions to change management practices or strategies by business segment. As a result of WBC assistance, 75% of Start-up clients changed their management practices or strategies, and 57% of In-Business clients reported changing management practices or strategies.

WBC Clients reported that the counseling they received led to the development of business plans (35%) and marketing plans (29%).

Figure 7.7 – WBC –Counseling Assistance in Plan Development

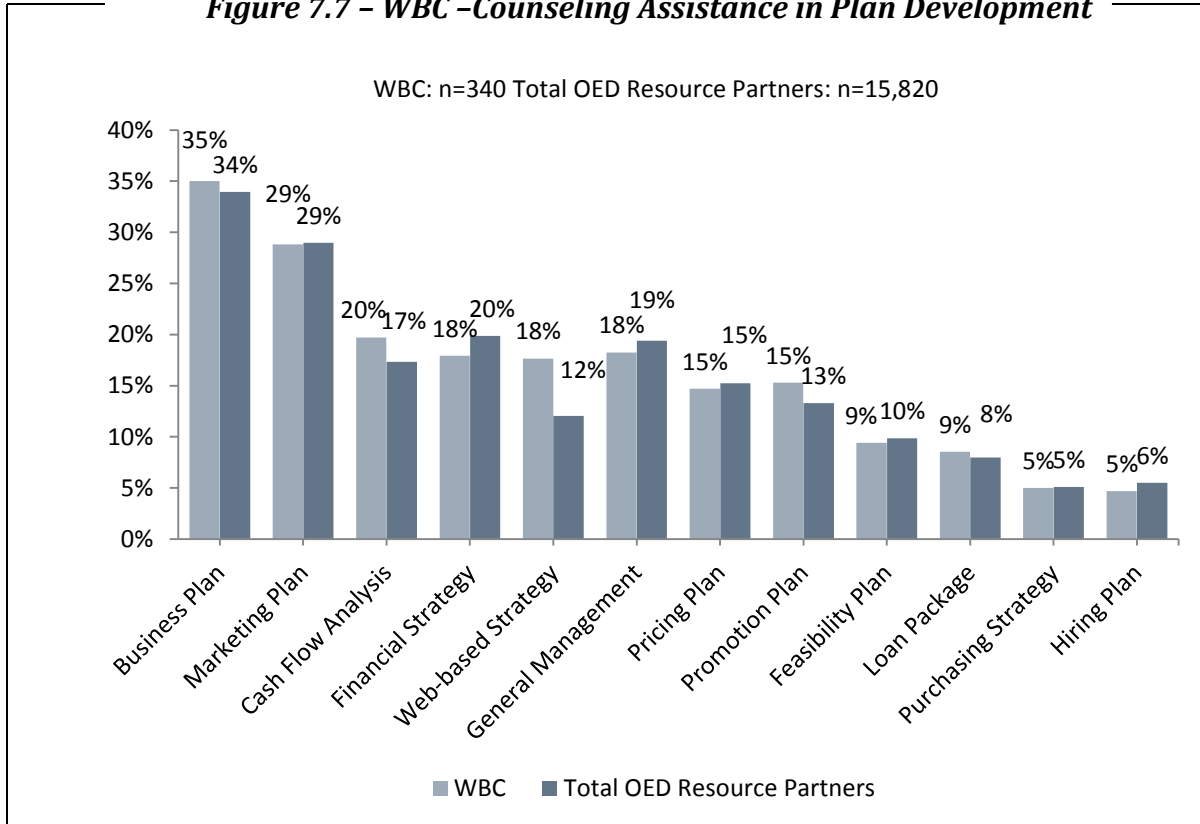


Figure 7.7 reflects the percentage of firms reporting that WBC counseling led to the development of business plans, marketing plans, and cash flow analysis, etc.⁴⁷ WBC clients reported receiving assistance somewhat more often than total OED Resources for business plan, cash flow analysis, web-based strategy, promotion plans, and loan packages.

⁴⁷ The 2011 results for the top 11 categories are displayed in the figure above. Additional results included: training Plan, promotion plan, and distribution plan (4%); and international trade (0%).

WBC In-Business clients were able to increase sales (39%) and profit margins (34%) as a result of the counseling they received.

Figure 7.8 – WBC – Business and Financial Impact of Assistance

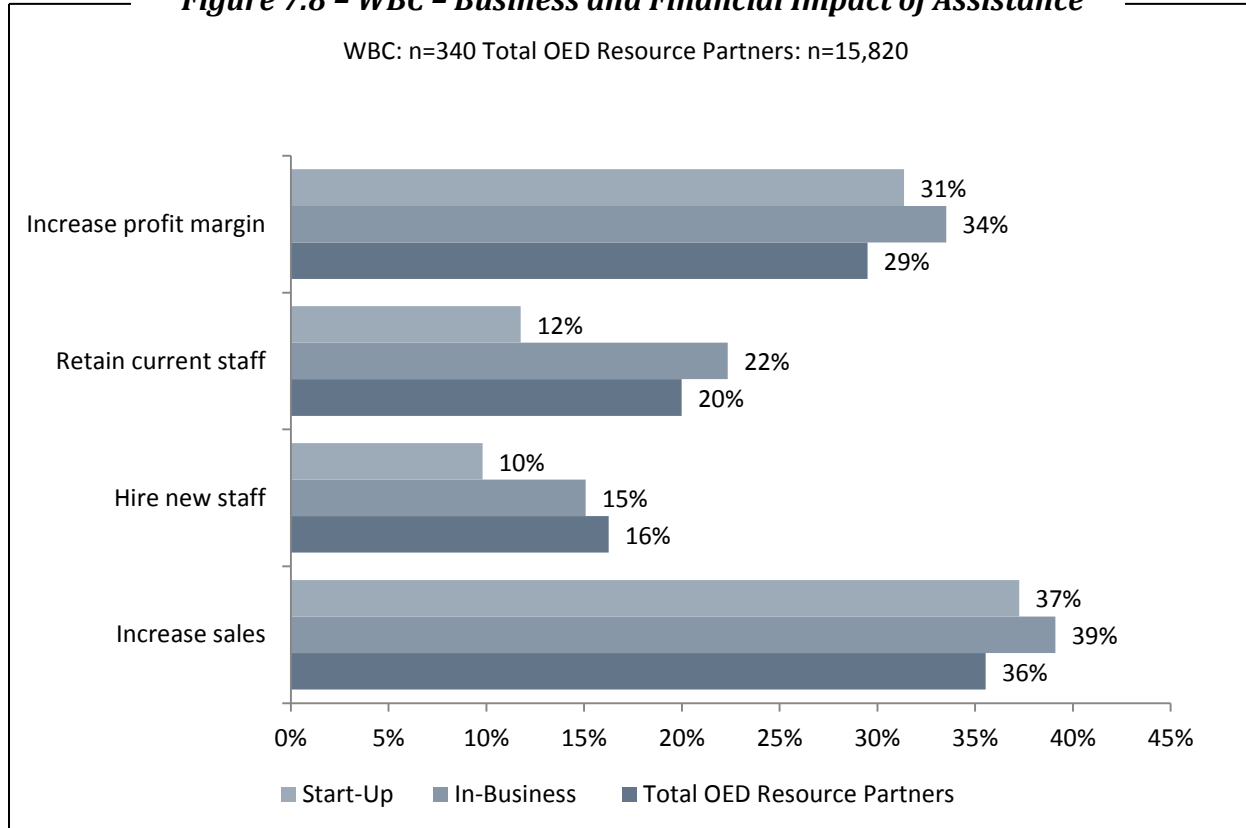


Figure 7.8 compares WBC’s Start-up and In-Business clients in terms of the business and financial impact of counseling assistance on sales, profits, jobs, and the retention and hiring of employees irrespective of reasons for seeking assistance.⁴⁸ Thirty-seven percent of Start-up clients reported that they were able to increase sales as a result of WBC assistance and 31% increased profit margins. Thirty-nine percent of In-Business clients increased sales and 34% increased their profit margin. Only 12% and 10% of Start-up clients reported impact on retaining current staff or hiring new staff respectively.

⁴⁸ This comparison excludes the Nascent category for WBC and total OED Partner Resources as they are not relevant.

WBC Clients that received more than three hours of counseling reported higher levels of business/financial impacts.

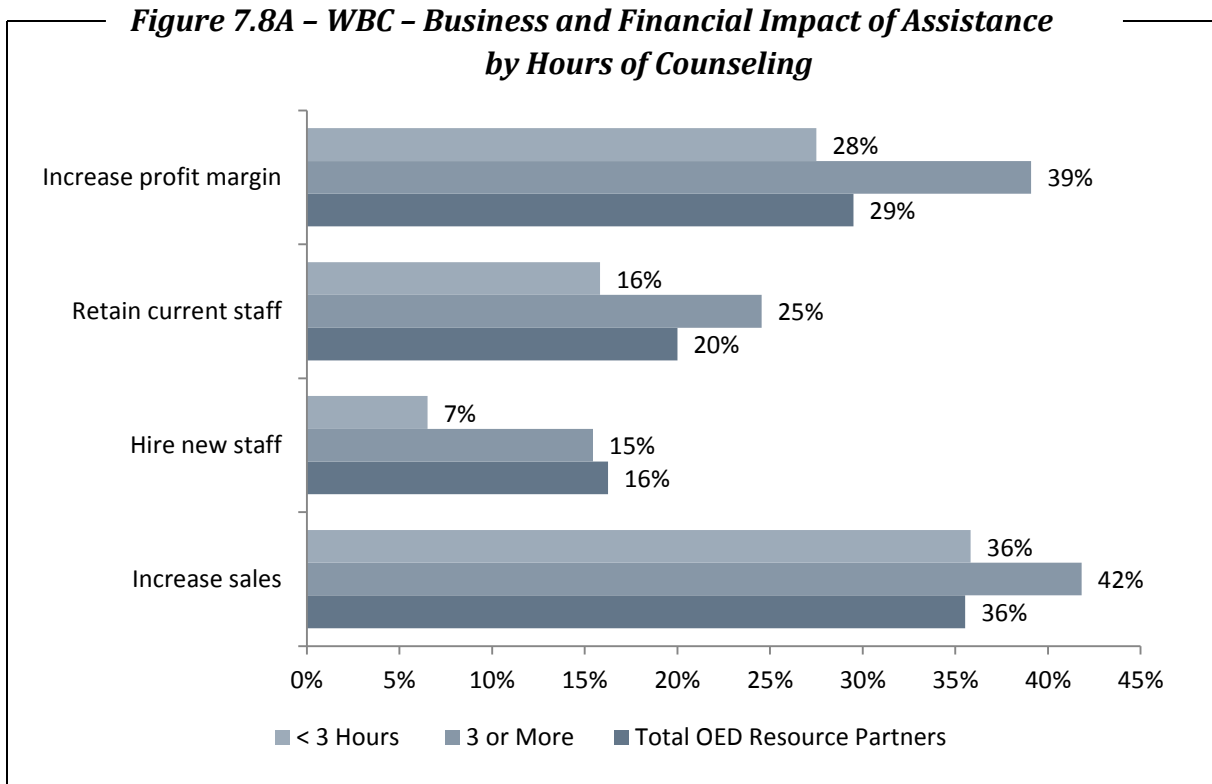


Figure 7.8A examines WBC’s financial impact of counseling assistance for increasing sales, profits, jobs, and the retention and hiring of employees to the financial impact results for total OED Resources by hours of counseling received. The number of hours of counseling received is divided into two categories for WBC: less than three hours, and three or more hours. Clients that received more than 3 hours of counseling reported greater impact than that of total OED Resource Partners in every category except hiring new staff.

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VIII. IMPACTS OF CLIENT AND FIRM CHARACTERISTICS

In the results presented in this section, statistically-significant predictor variables are identified.⁴⁹ Detailed regression results are presented in Appendix 6.

The first regression model tested for a relationship between selected firm and client characteristics and the client's perception of the usefulness of the services/assistance received.⁵⁰

Results of this regression suggest that **larger firms reported higher levels of perceived usefulness of OED resource assistance than smaller firms.** Additionally, firms who received less than 3 hours of assistance reported lower levels of perceived usefulness than firms with 3 or more hours of counseling. Nascent and Start-up segments also reported significantly higher perceived usefulness from OED resource assistance than firms in the In-Business segment; however the difference between In-Business and Nascent segments was marginal. WBC clients reported higher perceived usefulness compared with SCORE clients. No significant difference was found when comparing SBDC clients to either WBC or SCORE clients.

In terms of client demographics, there were **no differences in perceived usefulness based on age or ethnicity. Males reported lower perceived usefulness from counseling compared with respondents reporting both male and female ownership, while female owners reported higher perceived usefulness.** The perceived usefulness of counseling was lower for veterans. Clients in urban locations reported lower perceived usefulness than those clients located in the suburbs or rural areas, although the difference between rural and urban clients was marginal. Black and white clients reported significantly higher perceived usefulness compared with all other races, but there were no other differences based on race.

The second regression model tested for a relationship between selected firm and client characteristics and perceived OED resource assistance with the decision to start a business.⁵¹ This model was not

⁴⁹ Relationships are considered statistically-significant at the 0.05 level. Marginal significance is defined as significant at the 0.10 level.

⁵⁰ The overall model was statistically significant at the $p < 0.01$ level, although the R^2 , a measure of model fit, was very small (0.0328). Coefficients reported here were significant at the 0.10 level. The usable sample size was 5,606. Firms with revenue greater than 25 million and less than \$1,000 were removed from all regression analyses, as were firms with unknown business segment.

⁵¹ This model was estimated using a logistic regression analysis due to the binary dependent variable. The overall model was not significant, even at the $p < 0.50$ level. Only responses from nascent and start-up clients were included.

significant, even at a 0.10 level. However, when a more parsimonious model is fit with only the significant variables from the larger model, a significant overall fit is found.⁵²

This simpler model shows **firms receiving less counseling were less likely to report starting a business as a result of assistance. The odds of a male reporting the decision to start a business as the result of assistance was lower than responses from both male and female business owners**; however females reported the opposite results of assistance.

The third regression model tested for a relationship between selected firm and client characteristics and the self-reported financial impact of OED resource assistance.

These impacts include a combination of **increases in sales, cash flow, hiring of new employees and profits.**⁵³ **Larger firms and firms receiving 3 or more hours of counseling were reported higher financial impacts. Compared with In-Business clients, Start-up clients reported higher financial impacts. Additionally, female firm owners and owners under 54 were more likely to report higher financial impacts.** No significant difference was found with male clients. However **urban businesses reported lower financial impacts when compared with suburban and rural clients**, although the difference between urban and rural clients was marginal. Businesses owned by black individuals reported relatively lower positive financial impacts, but no other differences were found by race.

These regression analyses indicate that both firm and client characteristics can be significant determinants of the perception of the usefulness of the assistance received and its financial impact.

Variations in perceived usefulness, assistance with the decision to start a business, and financial impacts are due in part to differences in firm size, OED Resource, and hours of assistance. Unlike previous analyses geographic location played a significant role in all but one model. In addition, in some cases, there were significant effects of gender, age, and race, but never ethnicity.

There were **two consistent findings across all of the significant models.** First, **clients receiving 3 or more hours of counseling were more likely to report positive results than those receiving less.** And second, **female clients were the most likely to report positive results.** Additionally, clients with higher sales have an increased perceived usefulness and reported an increased financial impact. These increased usefulness and financial impact results also hold for rural or suburban locations compared with urban locations as well as for start-up businesses compared with those already in business.

⁵² This model was estimated using a logistic regression analysis due to the binary dependent variable with hours of counsel and gender as independent variables. The overall model was significant at the $p < 0.01$ level, while the pseudo R^2 , a measure of model fit, was very small (0.0191). Only responses from Nascent and Start-up clients were included and thus there was a relatively low usable sample size of 811. Coefficients discussed were significant at the 0.10 level.

⁵³ The overall model was significant at the $p < 0.01$ level, but the R^2 was very small (0.0383). The usable sample size was 5,509. Coefficients reported here were significant at the 0.10 level.

IX. Summary of Client Comments

A few of the survey questions enabled OED Resource Partner clients to enter open-ended responses. Clients expressed both positive and negative experiences with their face-to-face counseling. Overall more clients had positive than negative comments about their experiences. This section reviews these findings in more detail.

Among the positive comments received, clients communicated several themes:

- Counselors helped many clients gain structure in their business through planning, enhancing organization, focusing goals, or solidifying strategy.
- Information provided by counselors was well informed and relevant.
- Counselors were genuinely interested in providing guidance to the client.
- Counselors provided encouragement, instilling a sense of confidence in clients and in their businesses.

Counselors helped many clients plan for the future. When asked what the result of the assistance received from SBDC, SCORE or WBC, one respondent wrote that the resource provided “more help than I can list!” Another praised the guidance from their counselor, saying it left them with a “new plan altogether.” A third highlighted the value her business gained from her experience, saying “I believe I will quadruple my revenue.”

Several clients found OED Resource Partner counselors to be both well informed and genuinely interested in helping them. One respondent wrote that “the staff was very knowledgeable of subject matter;” while another said “the counselor took a keen interest in my progress.” Many respondents praised their counselors, describing them with words like “extremely helpful,” “insightful,” and “excellent.”

Clients repeatedly cited “confidence” or “motivation” as key result of their experience with SBDC, SCORE or WBC. When asked to indicate the impact of counseling on their business, one client considered the experience delivered “very motivating and helpful emotional support.” Another said “I was highly encouraged by the helpful mentoring.”

The survey also revealed negative feedback regarding clients’ experience with OED Resource Partners. Among the negative comments:

- The most common complaint related to the counselor’s unavailability or unresponsiveness to the client in regard to meetings or other requests.

- Some clients mentioned dissatisfaction with the relevancy of information provided by the counselor or felt that their counselors lacked subject matter or industry knowledge.

The majority of negative feedback stemmed from clients who had difficulty arranging a meeting with their counselors. Many complained that they reached out to a counselor, but there was no follow up on the part of the counselor, as one client lamented, “I contacted a counselor several months ago and have not yet heard back” or as another said, “I was never called back.” One client was able to set up a meeting with their counselor, but then the “advisor failed to show up to the appointment.”

Other instances of dissatisfaction arose when a client felt that his/her counselor was not knowledgeable on the issues that were relevant to the business. One respondent complained, “I was better educated than the counselor on the topic.” Some used words like “weak,” “worthless,” and “a disappointment” to describe the guidance provided by SBDC, SCORE or WBC. In a few extreme cases, clients called the advice provided to them “horrible.”

As stated earlier, this assessment is based on the written comments provided by OED Resource Partner face-to-face counseling clients while answering the survey. Our analysis revealed that most clients had a positive experience and a much small number had a negative experience as demonstrated in the percentage of clients that provided high “usefulness” ratings for their counseling experience.

X. Follow-up Study of 2010 clients

Methodology and Analysis

A follow-up study was conducted of 2010 clients in order to evaluate the business and financial impacts on this group one year after being counseled by OED Resource Partners. There were 10,146 clients from 2010 that were contacted for follow-up in early 2012. Twenty-one hundred and seventy-three clients responded, which represents a 21% response rate. Each of these respondents had valid client codes that were matched on a one-to-one basis with the initial impact survey respondents. **Thus, for a sample of 2,173 clients, there were detailed data which could be tracked over one year.**

Table 10.1 – Follow-up Impact Study Clients

<i>Client Year</i>	<i>Stratified Sample</i>	<i>Useable Sample</i>	<i>Surveys Received</i>	<i>Response Rate</i>
2010	10,146	10,146	2,173	21%

These matched samples were used to perform pair-wise statistical tests that compared changes in growth by business segment and by OED Resource Partner. Although a pair-wise approach results in a smaller number of available observations to analyze, it provides a more precise estimate of changes in revenues and employment over time than aggregate, non-matched/cross-sectional comparisons.

Limitations

There are several limitations that should be considered when interpreting the results presented in this report. These limitations are inherent in the research design and methodology.

- Measures included in this initial survey are primarily attitudinal and all items are self-reported. Thus, there are few objective measures that can be used to assess actual client performance or make comparisons with other data sources.
- Many respondents did not report revenue data, which is critical to measuring growth from year-to-year. For example, out of Start-up and In-Business firms, approximately 42% reported zero revenues or did not report revenues.
- Estimates of firm survival and growth over time should be interpreted with caution. Due to attrition, firms which have gone out of business may be under-represented.

In this section, Concentrance reports findings from our analysis of follow-up surveys of FY2010 OED Resource Partners' face-to-face counseling clients. These follow-up surveys (see Appendix 5 for the Follow-up survey) were conducted in order to examine the impact of OED Resource Partners' counseling assistance over time. The follow-up study of these FY2010 clients is the first follow-up survey of these clients. The follow-up survey results of FY2009 clients, conducted last year, are also reported to give a baseline comparison.

This key research questions addressed in this year's analysis are:

1. What was the rate of transition of Nascent and Start-up firms to the In-Business segment?
2. Based on a comparison with the Panel Study of Entrepreneurial Dynamics⁵⁴ (PSED II), what is the impact of OED Resource Partner counseling assistance on firm survival?
3. Does OED Resource Partner counseling assistance have a positive impact on firm survival?
4. What impact do client and firm characteristics have on survival?
5. What was the financial impact of services/assistance provided by SBA OED Resource Partners in terms of job creation, job retention and sales?
6. How does the growth of OED Resource Partners clients compare with gross domestic product (GDP)?

The analysis of the data show:

- There was a slight increase in 2010 Nascent clients who went into business the following year compared to 2009 Nascent clients at their one year follow up. In addition, a substantial share of 2010 Start-up and In-Business clients remained in business in 2011.
- 2010 clients reported a higher survival rate when compared with the PSED II, although there was a slight decrease in the overall survival rate of 2010 clients versus 2009 clients.
- The marginal benefit of receiving three or more hours of counseling in 2009 is not evident in 2010 clients; this reversal can be accounted for by the size of the In-Business segment of 2010 clients.

⁵⁴ The Panel Study of Entrepreneurial Dynamics is a nationwide, multi-million dollar survey of nascent entrepreneurs funded by the Kauffman Foundation. The primary purpose of the study is to identify adults active in business creation, obtain detailed information about the start-up effort, and perform follow-up interviews to determine outcomes. We rely on the PSED II as a benchmark; however, results must also be interpreted with caution due to potential response bias and definitional differences in the ways that firms are classified.

- The survival rates for 2010 Clients' age groups were higher than for 2009 clients, except for those aged 65+; In addition, the difference in survival rates between White non-Hispanic/Latino with the remainder of the population decreased for 2010 clients when compare to 2009 clients.
- Matched 2010 clients reported an increase in revenue from the initial survey to the follow-up. Overall, these clients reported an increase in total employees from the initial survey to the follow-up.
- OED Resource Partner client growth outpaced GDP.

Each year a substantial proportion of Start-up SBDC, SCORE and WBC firms were able to transition to In-Business.

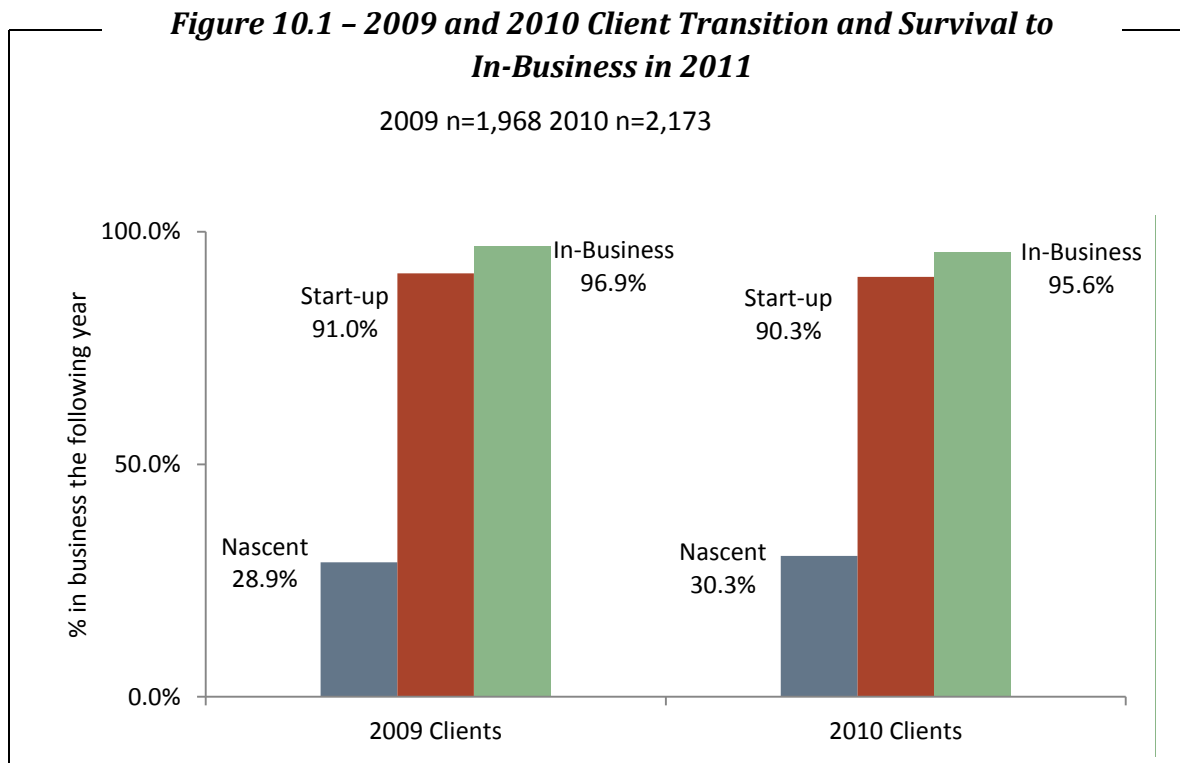


Figure 10.1 shows the movement of firms from their initial segments to the In-Business segment in 2011. There was a slight increase in 2010 Nascent clients reporting being in business in 2011, while a significant number of 2010 Start-up and In-Business clients were In-Business in 2011.⁵⁵

For example, 30.3% of 2010 Nascent clients had started businesses by 2011. This figure is slightly up from the 28.9% of 2009 Nascent clients who started businesses by 2010. Overall, the results are relatively flat when comparing 2009 clients to 2010 clients. For 2010 clients that were initially in the In-Business segment, 95.6% remained in business in 2011. This is slightly lower than the 96.9% reported for 2009 In-Business clients. Figure 8.1 also shows little change between 2009 clients and 2010 clients with respect to the transition rates of Start-up firms to reporting being In-Business firms.

⁵⁵ Segments are defined as follows: Nascent included those who have not yet started a business; Start-up firms have been in business for one year or less; In-Business firms have been operating for more than one year.

The ability of SBA OED Resource Partner clients to survive and remain in business exceeds industry benchmarks for small businesses.

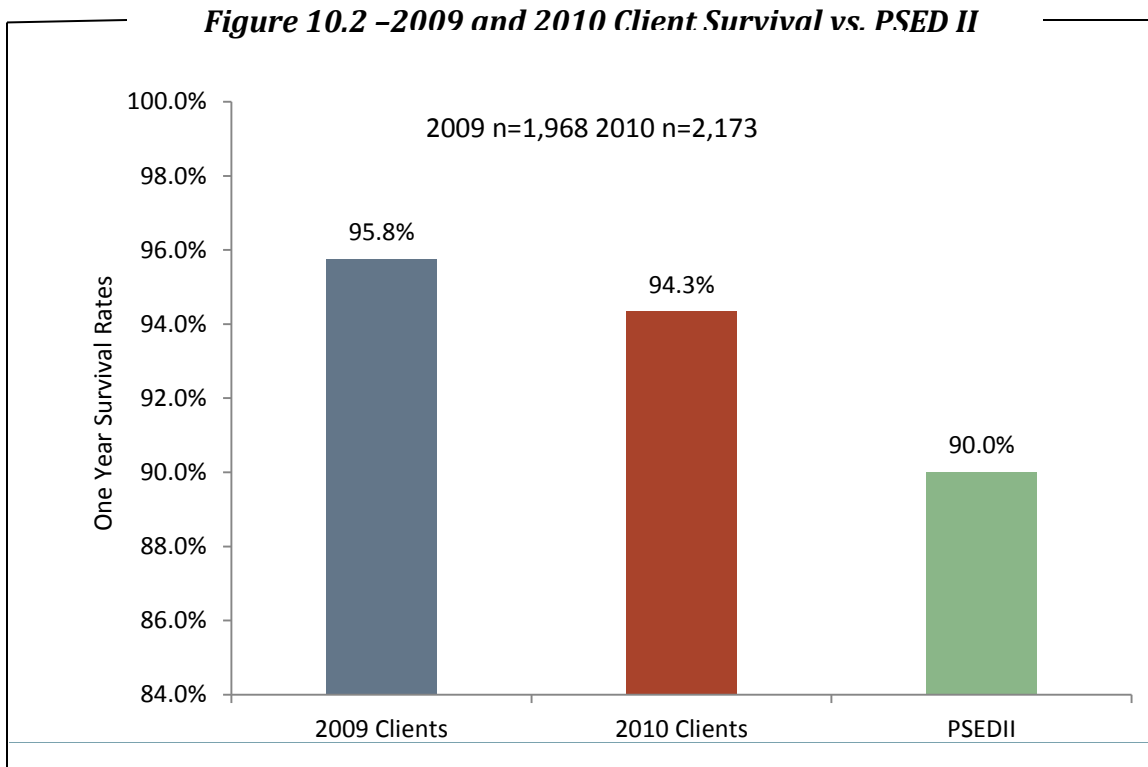


Figure 10.2 compares the survival rates for firms in the Follow-up Study with those in the PSED II. These results suggest that businesses that received OED Resource Partner face-to-face counseling assistance had a higher survival rate than other small businesses such as those randomly sampled for the PSED II.

For example, in the Follow-up Study of FY2010 clients, 94.3% of these firms remained in business after one year. Although this is lower than FY2009 clients (95.8%), the rate is still higher than the PSED II survey respondents that reported a 90% survival rate.

A small benefit of receiving three or more than hours of face-to-face counseling can be seen in the Start-up segment for 2010 clients.

Figure 10.3 – 2009 and 2010 Client Survival by Hours of Counseling

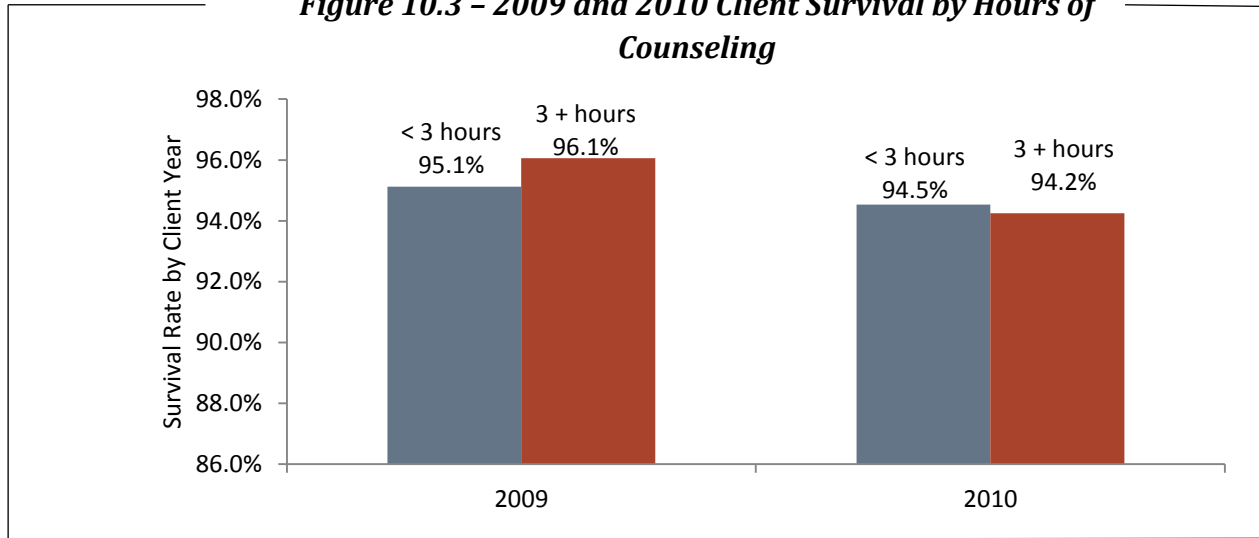


Figure 10.3A – 2010 Client Segment Survival by Hours of Counseling

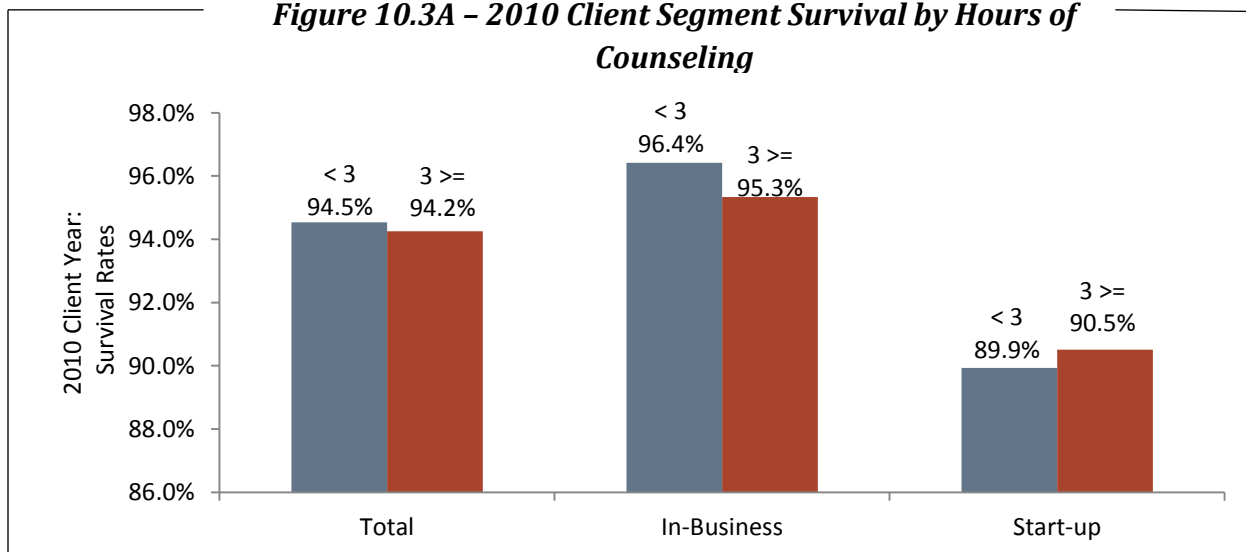


Figure 10.3 shows the survival rate of OED Resource Partner clients by hours of counseling for the first follow-up of 2009 and 2010 clients. There was a negligible decrease in survival by 2010 clients that received three or more hours of counseling when compared with those who received less. Examining this finding further in Figure 10.3A, the 2010 Start-up clients appear to have achieved a marginal benefit from receiving more assistance, while the 2010 In-Business clients may have offset that benefit.

Client survival rate was highest for groups aged 45-54 and 55-64.

Figure 10.4A - 2009 and 2010 Client Survival by Age Group

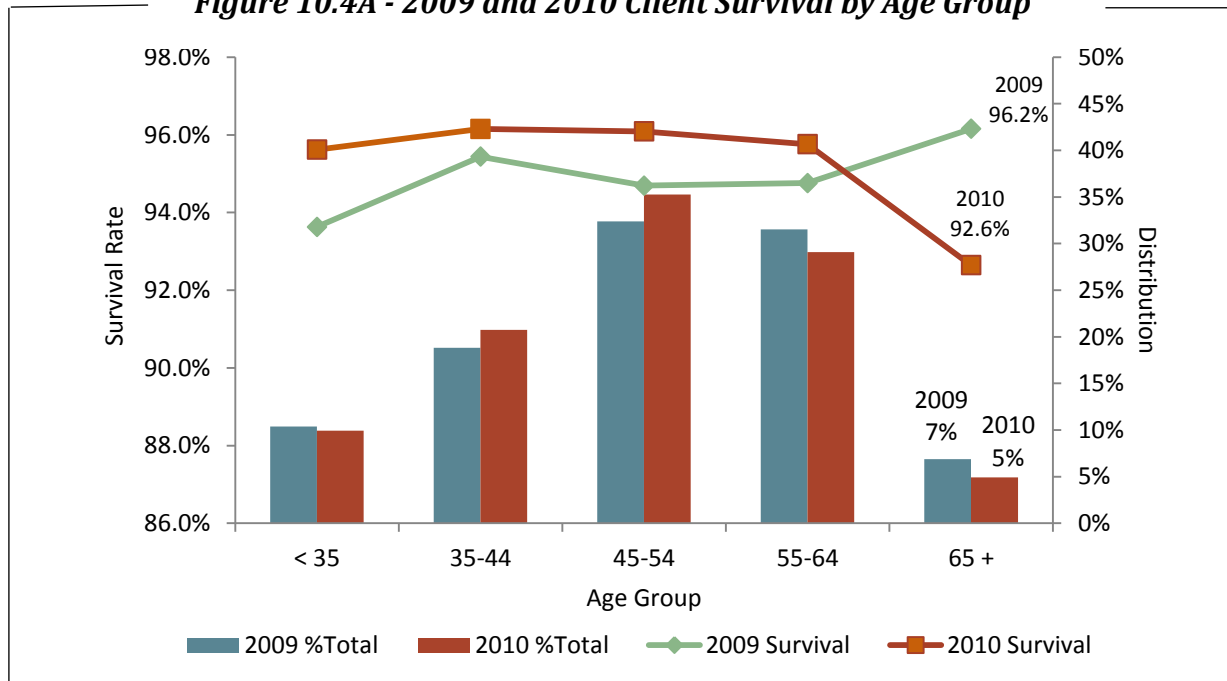


Figure 10.4A shows that for all age groups under 65, survival rates for 2010 clients were slightly above 2009 clients; and for the 65+ age group, there was a marked decrease in 2010 clients reporting to be In-Business, while for 2009 clients there was a discernible increase.

The gap between survival rates for White vs. Not-White clients is decreasing.

Figure 10.4B - 2009 and 2010 Client Survival and Race

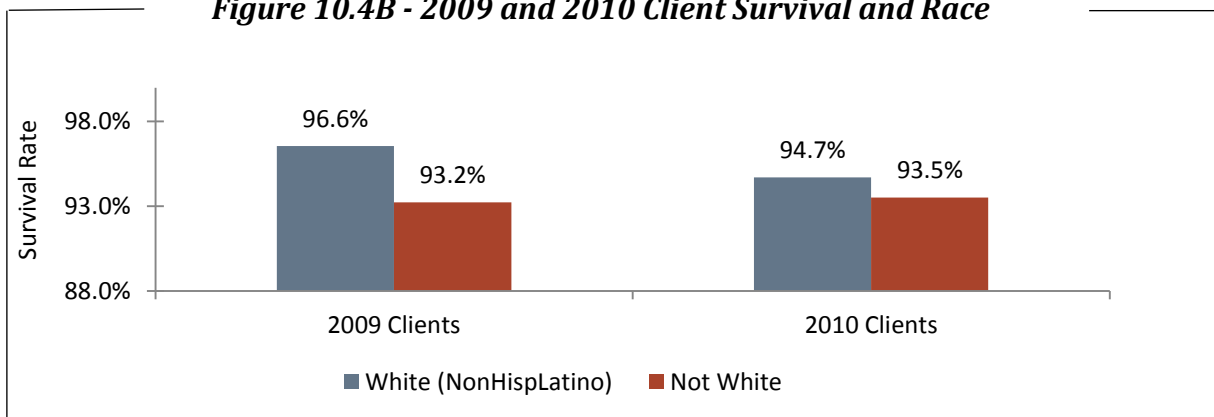


Figure 10.4B shows that the difference of survival rates between White non-Hispanic/Latino with the remainder of the population decreased from 3.4 percentage points to 1.2 percentage points when comparing 2009 clients with 2010 clients.

Firms owned by members of both genders survived longer than firms owned by a male or a female.

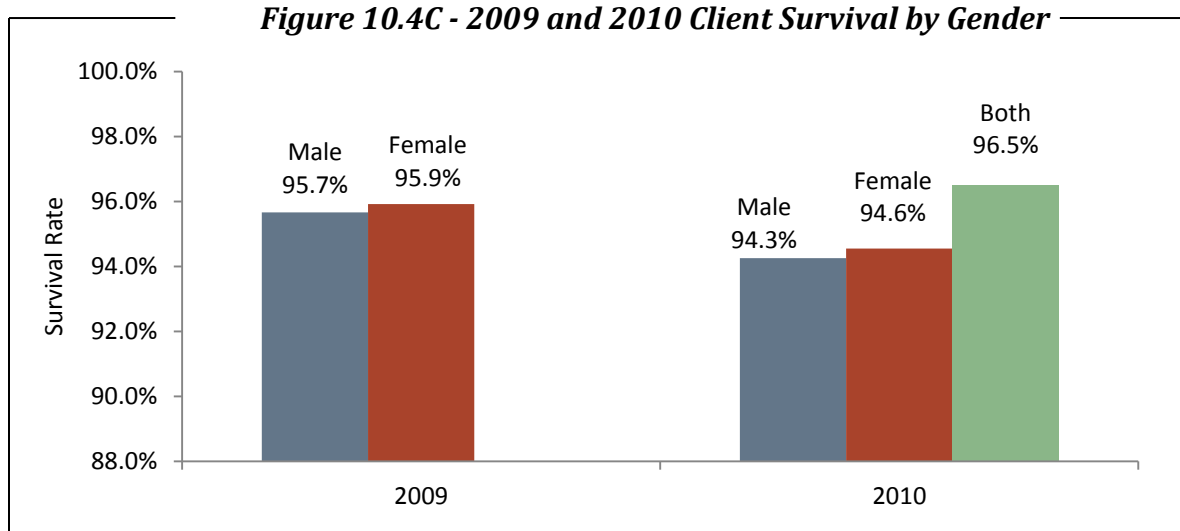


Figure 10.4C shows that for both 2009 and 2010 clients, the survival rate for female owners is marginally higher than the survival rate for male owners. 2010 clients could respond that the owners were both male and female, so making comparisons from 2009 to 2010 is tenuous.

The survival rate of urban clients slightly outpaced Rural and Suburban.

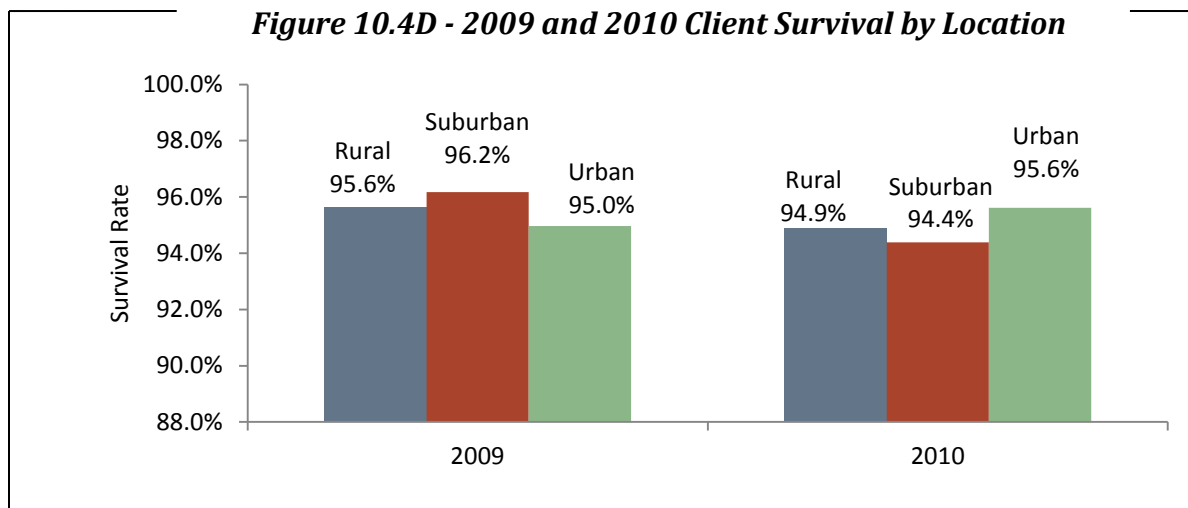


Figure 10.4D shows survival by client year and business location. 2010 urban clients experienced an increase in survival rates compared with suburban or rural clients and compared with 2009 urban clients.

2010 Total OED Resource Partner clients reported increases in revenues and employees.

Figure 10.5 – 2009 and 2010 Client Revenues and Employees:

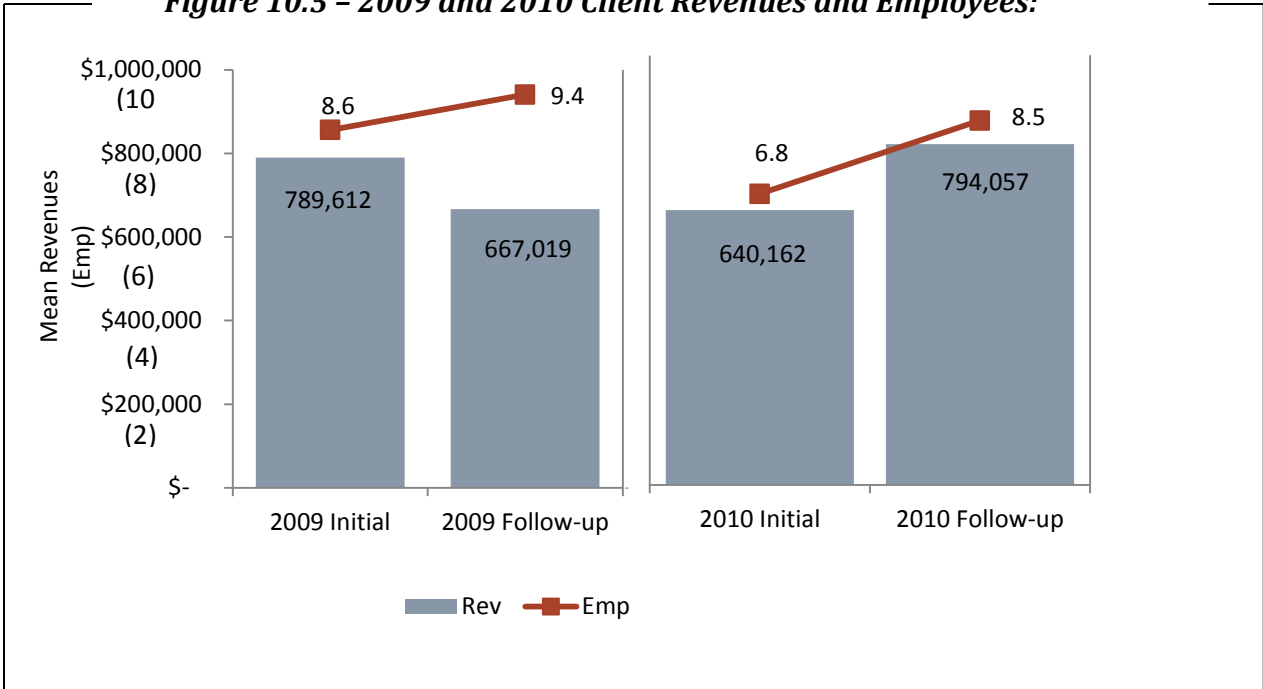


Figure 10.5A – 2010 SBDC Client Revenues and Employees

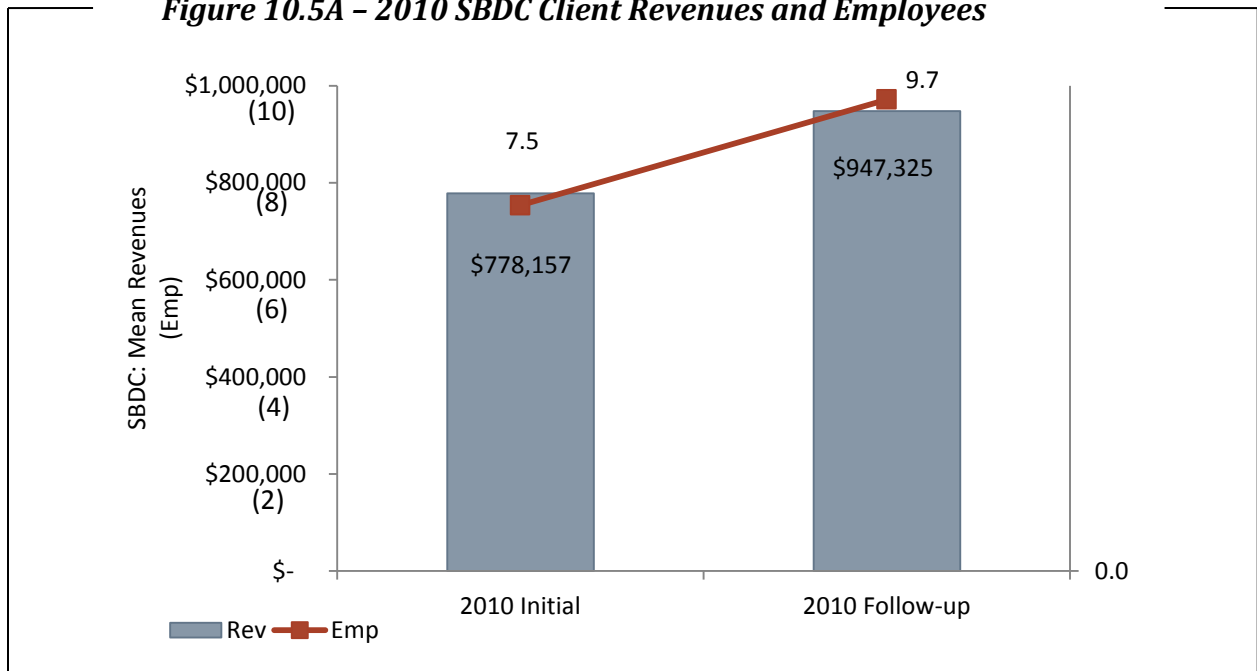


Figure 10.5B – 2010 SCORE Client Revenues and Employees

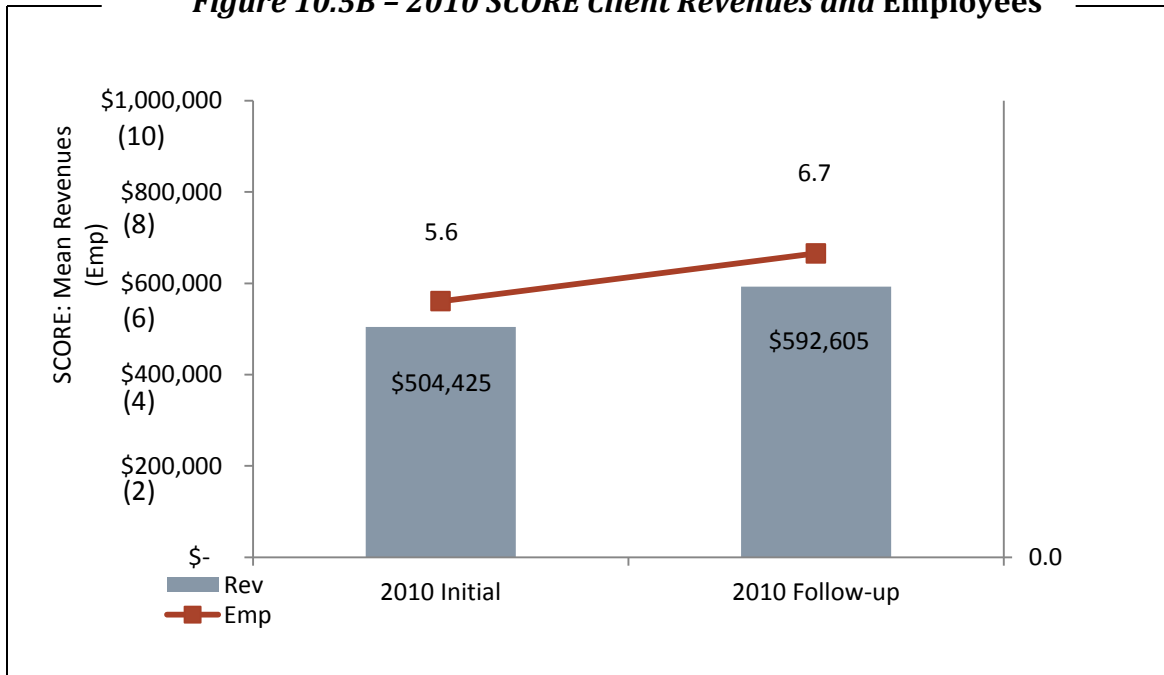
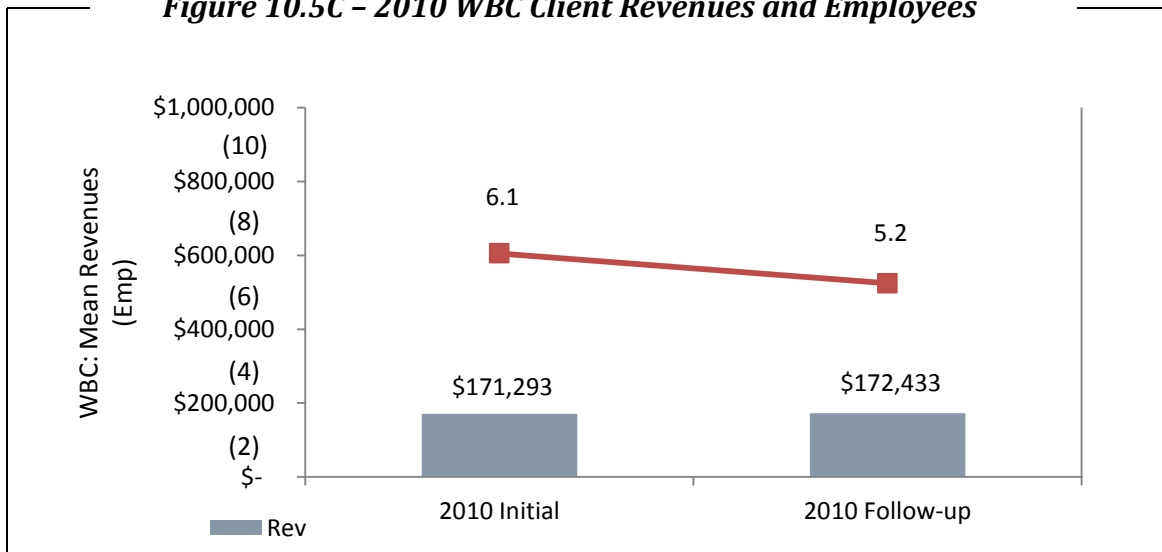


Figure 10.5C – 2010 WBC Client Revenues and Employees



We assessed the financial impact of the face-to-face counseling provided by OED Resource Partners in terms of job creation, retention and sales by measuring the mean revenues and employees of matched pairs of follow-up clients from 2010 and 2009.

Figure 10.5 series compares 2010 clients in terms of mean annual revenues and number of employees in the initial and follow-up study with those of the 2009 clients. According to this matched comparison, 2010 client mean revenues rose from an initial level of \$640,000 to \$794,000 by early in 2012. Mean employees rose from 6.8 to 8.5 over the same period. These results show a reverse trend when compared with 2009 clients who reported decreased revenue and increased employees from the initial survey to the follow-up.⁵⁶

This analysis was repeated for each OED Resource Partner of 2010 clients. Figures 10.5 A-C compare firms in terms of mean annual revenues and number of employees in the initial 2010 survey as well as in the follow-up survey.

According to this matched comparison, mean revenues and employees consistently increased OED Resource Partner clients except for WBC counseling clients.

⁵⁶ Revenues from Nascent and unknown business segments are not included. In addition, Start-up or In-Business Firms with revenues below \$1,000 and more than \$25 million were excluded from this analysis and firms with reported employees below 1 and above 998 were excluded from the employee calculations.

Seventy-three percent of 2120 OED Resource Partner clients experienced revenue growth by their first follow-up.

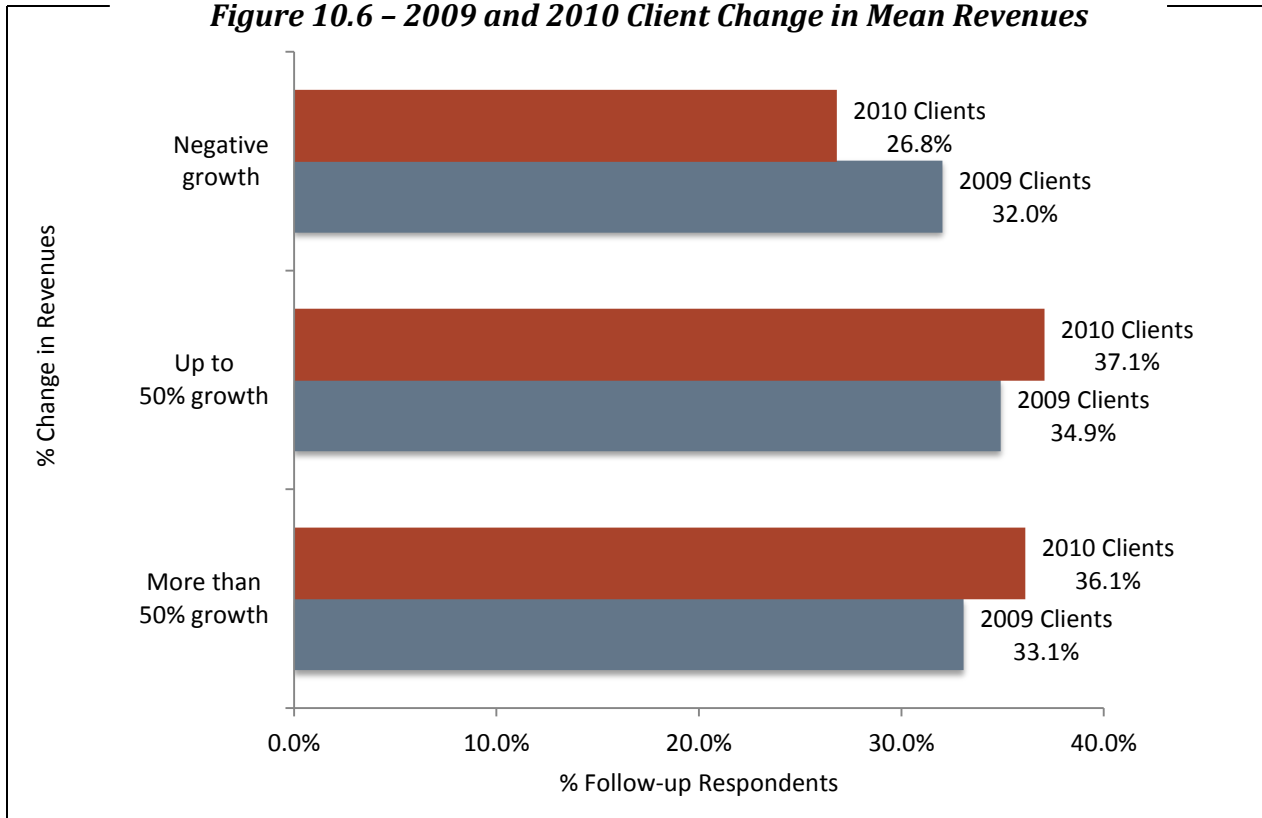
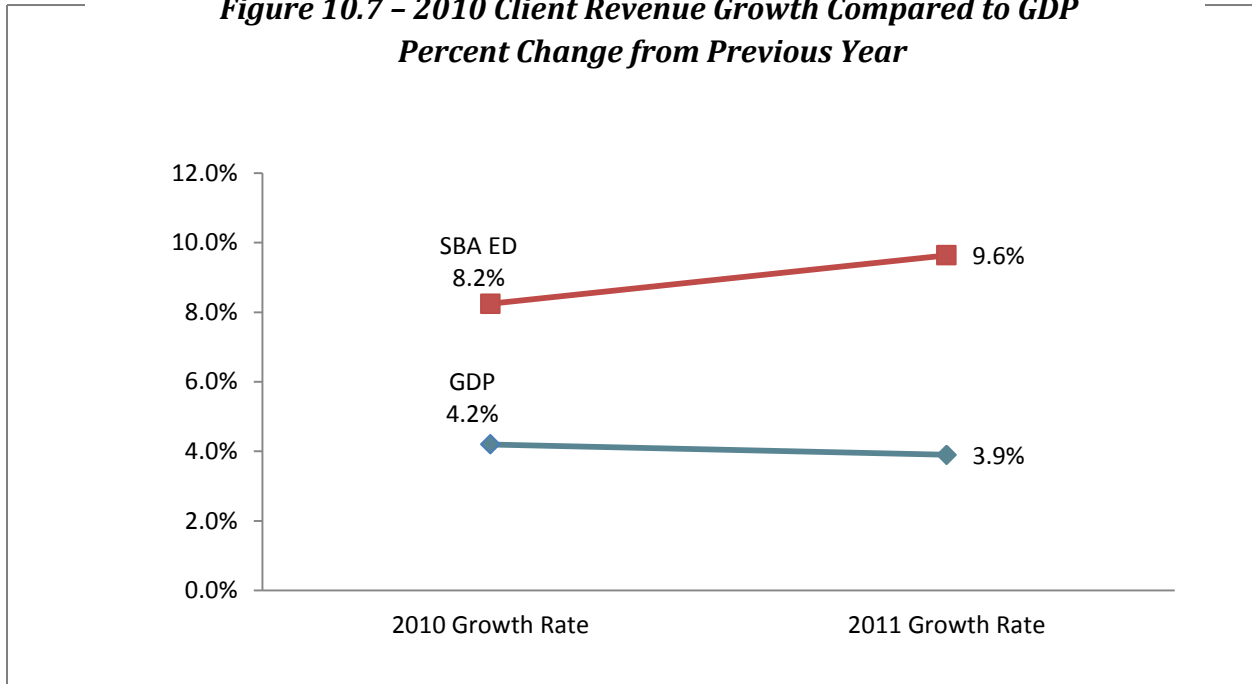


Figure 10.6 provides additional detail on the change in revenues for 2009 and 2010 clients. For example, 73.1% of 2010 clients experienced revenue growth by early 2012; this is an increase when compared with 2009 clients at their first follow-up. On the other side, 26.8% of 2010 clients experienced declining revenues over this period. Compared with 32.0% of 2009 clients for their first follow-up in early 2011, this is a decrease in clients experiencing negative growth from the initial study to the follow-up.

SBA OED Resource Partner clients' growth exceeded economic benchmark.

**Figure 10.7 – 2010 Client Revenue Growth Compared to GDP
Percent Change from Previous Year**



The OED Resource Partner sample outpaced the economy overall. Figure 10.7 compares growth of OED Resource Partner clients⁵⁷ to GDP⁵⁸. The overall economy has experienced growth over this time period, as have OED Resource Partner clients. A comparison between these two growth rates show SBA OED Resource clients are growing faster overall than GDP, in addition SBA OED Resource clients have experienced growth at an increasing rate.

⁵⁷ SBA OED figures are based on Start-up or In-Business firms' mean revenues from the 2009 and 2010 clients compared with their matched follow-up surveys. Clients with revenue less than \$1000 or greater than \$25 million in either survey were excluded.

⁵⁸ Source: <http://www.bea.gov/national/xls/gdpchg.xls>

Summary of Follow-up Study Findings

Firm Survival

Approximately 30% of 2010 Nascent clients had transitioned to the In-Business segment after 1 year. At the same time, 10% of 2010 Start-up and 4% of In-Business clients went out of business by 2011 (See Figure 10.1).

In addition, 2010 clients receiving more than 3 hours of counseling did not have a higher survival rate than those receiving less counseling. All age groups of 2010 clients had survival rate higher than 2009 clients with the exception of the 65+ group. Examining the survival rates of White non-Hispanic/Latino with the remainder of the population, the difference decreased from 3.4 percentage points to 1.2 percentage points when comparing 2009 clients with 2010 clients.

Based on a comparison to firms in the PSED, businesses who received OED Resource Partner face-to-face counseling had a higher survival rate than other small businesses. For example, the survival rate after one year was 94.3% for ED Resource clients, compared to 90% for firms in the PSED (See Figure 10.2).

Financial Impact and Growth

These analyses showed that OED Resource Partner counseling had a significant impact on the revenue and employment growth of small business clients. The overall rate of revenue growth for 2010 clients is 9.6%, which is outpacing GDP by a significant margin (Figure 10.7).

XI. Appendices

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Appendix 1		
Survey Response Codes		
	Survey Question	Response Code/Database Value
<i>Demographic Characteristics</i>	#7. At the time you were assisted by [SBDC, SCORE, WBC] what was the approximate annual gross revenue for each of the calendar years below? 2009 _____ 2010 _____	Open ended between \$1,000 and \$25,000,000
	#8. Counting yourself, how many full-time employees and part-time employees did you employ at the end of the following years you were in business? 2009 Full/Part _____ 2010 Full/Part _____	Open ended
	#16. Gender	Male=1, Female=2, Male and Female Owners=3 No response = N
	#17. Veteran Status	Veteran=1, Service-disabled Veteran=2, Reservist=3, National Guard Member=4, Non-veteran=5, No response= N
	#18. Age	18-24= 1, 25-34 = 2, 35-44 = 3, 45-54 = 4, 55-64 = 5, 65-74 = 6, 75+ = 7, No response = N
	#19. Are you: Hispanic or Latino, Not Hispanic/Latino Origin	Hispanic or Latino=1, Not of Hispanic/Latino Origin=0, No response = N
	#20. Are you: American Indian/Alaskan Native, Asian, Black/African American, Native Hawaiian/Pacific Islander, White	American Indian or Alaskan =1 or 0, Asian =1 or 0, Black or African American =1 or 0, Native Hawaiian or Pacific Islander =1 or 0, White =1 or 0, No response = N
	#10. If you are in business, what is the primary type of business? <input type="checkbox"/> Construction <input type="checkbox"/> Manufacturing <input type="checkbox"/> Consulting <input type="checkbox"/> Wholesale	Construction=1 or 0, Manufacturing=1 or 0, Consulting =1 or 0, Wholesale =1 or 0, Finance, Ins. And Real Estate =1 or 0, Entertainment =1 or 0, Retail =1 or 0, Restaurant =1 or 0, Engineering =1 or 0, Publishing =1 or 0,

Appendix 1		
Survey Response Codes		
	Survey Question	Response Code/Database Value
	<input type="checkbox"/> Finance, Ins. and Real Estate <input type="checkbox"/> Entertainment <input type="checkbox"/> Retail <input type="checkbox"/> Restaurant <input type="checkbox"/> Engineering <input type="checkbox"/> Publishing <input type="checkbox"/> Education <input type="checkbox"/> Service <input type="checkbox"/> Health Care <input type="checkbox"/> Day Care <input type="checkbox"/> Transportation <input type="checkbox"/> Technology <input type="checkbox"/> Health, Wellness and/or Fitness <input type="checkbox"/> Other	Education =1 or 0, Service =1 or 0, Health Care =1 or 0, Day Care =1 or 0, Transportation =1 or 0, Technology =1 or 0, Health, Wellness or Fitness Yes=1 No= 0, Other = open ended, No response =N
	#11. Indicate the geographic location of your primary business. <input type="checkbox"/> Urban <input type="checkbox"/> Suburban <input type="checkbox"/> Rural	
	#12. What lead to your decision to seek business counseling? <input type="checkbox"/> Tried other alternatives <input type="checkbox"/> Reputation of SBDC/SCORE/WBC <input type="checkbox"/> Low/free cost of service <input type="checkbox"/> Referred by	
<i>Is there a positive relationship between the services/assistance provided by SBA ED Resources and the client's perceptions of the usefulness and value of the services/assistance received?</i>	#6 Pleas indicate how useful the services were that you received from the counselor who assisted you in identifying and correcting problems in operating your business. <input type="checkbox"/> Relevancy of Counseling <input type="checkbox"/> Timeliness of Counseling <input type="checkbox"/> Helpfulness of Counseling	
	#13. Please indicate the value of the information you received from the [WBC, SCORE, SBDC] counselor you visited:	Extremely Valuable=5, Valuable=4, No Opinion=3, Somewhat Valuable=2, Not Valuable=1, No response = N

Appendix 1		
Survey Response Codes		
	Survey Question	Response Code/Database Value
	<ul style="list-style-type: none"> <input type="checkbox"/> 1. Usefulness of information <input type="checkbox"/> 2. Relevancy of the information <input type="checkbox"/> 3. Timeliness of the information 	
	#15. I would refer the counseling services I received to other small businesses.	Strongly Agree=5, Agree=4, No Opinion=3, Disagree=2, Strongly Disagree=1, other=open ended, No response = N
<i>Is there a positive relationship between the services/assistance provided by SBA ED Resources and the client's perceived quality of the counseling experience?</i>	Please indicate the counselor's effectiveness in assisting you: <ul style="list-style-type: none"> <input type="checkbox"/> 1. The counselor exhibited excellent customer service techniques. <input type="checkbox"/> 2. The counselor was able to assist me <input type="checkbox"/> 3. The counselor exhibited a high level of professionalism <input type="checkbox"/> 4. The counselor was knowledgeable of current management practices and issues. <input type="checkbox"/> 5. The counselor identified with my needs. <input type="checkbox"/> 6. I would rate my overall experience with the counselor as excellent 	Strongly Agree=5, Agree=4, No Opinion=3, Disagree=2, Strongly Disagree=1, other=open ended, No response = N
<i>Is there a positive relationship between the services/assistance provided by SBA ED Resources and the client's decision to start a business?</i>	<input type="checkbox"/> #2 If you were not in business at the time you were assisted by the counselor, did you decide to go into business as a result of that assistance?	Yes = 1 No=0 No Response = N
<i>Is there a positive relationship between the services/assistance provided by SBA ED Resources and clients' decisions to implement and/or change management and/or marketing practices in their</i>	#3. As a result of the assistance you received, have you changed any of your current management practices?	Yes=1, No=0, No response = N

Appendix 1		
Survey Response Codes		
	Survey Question	Response Code/Database Value
<i>business</i>	<p>#4. As a result of the assistance I received from the [WBC, SCORE, SBDC] counselor I was able to develop [i.e., Business Plan] in order to start or better manage my business. [Check all that apply]</p> <ul style="list-style-type: none"> <input type="checkbox"/> Business Plan <input type="checkbox"/> Loan Package <input type="checkbox"/> Purchasing Strategy <input type="checkbox"/> Marketing Plan <input type="checkbox"/> Hiring Plan <input type="checkbox"/> Feasibility Plan <input type="checkbox"/> Promotional Plan <input type="checkbox"/> Training Plan for Staff <input type="checkbox"/> Production Plan <input type="checkbox"/> Pricing Strategy <input type="checkbox"/> Financial Strategy <input type="checkbox"/> Distribution Plan <input type="checkbox"/> Cash Flow Analysis <input type="checkbox"/> Web-based Strategy <input type="checkbox"/> International Trade <input type="checkbox"/> General Management <input type="checkbox"/> Other 	<p>If checked = 1, Not checked = 0, Other =open ended, No response = N</p>

Appendix 1		
Survey Response Codes		
	Survey Question	Response Code/Database Value
	<p>#5. Please indicate the impact these changes have had on your firm:</p> <ul style="list-style-type: none"> <input type="checkbox"/> 1. Increase my sales <input type="checkbox"/> 2. Improve my cash flow <input type="checkbox"/> 3. Acquire a bank loan <input type="checkbox"/> 4. Expand my products/ services <input type="checkbox"/> 5. Hire new staff <input type="checkbox"/> 6. Revise my marketing strategy <input type="checkbox"/> 7. Increase my profit margin <input type="checkbox"/> 8. Retain current staff <input type="checkbox"/> 9. Acquire a SBA guarantee loan <input type="checkbox"/> 10. Acquire a government contract <input type="checkbox"/> 11. Acquire a SBA Disaster loan <input type="checkbox"/> 12. Other 	Strongly Agree=5, Agree=4, No Opinion=3, Disagree=2, Strongly Disagree=1, other=open ended, No response = N
	<p>#9 If you were projecting to reduce your total number of employees prior to counseling by SBDC/SCORE/WBC how many positions have you retained due to the counseling?</p> <ul style="list-style-type: none"> <input type="checkbox"/> Full time _____ <input type="checkbox"/> Part time _____ 	Open Ended
<i>General Business</i>	#1.i. Are you currently in business?	Yes=1, No=0, No response = N
	#1.ii. If yes, when was the business started?	mm/yyyy
	#1.iii. What is the zip code of your business	XXXXXX
	#1a. If NO, when do you plan on starting a business?	Within 30 days=1, 31-90 days=2, 91-120 days=3, No idea at this time=4, No response = N
	#1b. Have you ever been in business?	Yes=1, No=0, No response = N
	#1b.i. If YES when was the business started?	mm/yyyy
	#13. Please indicate how useful	Very Useful=5, Useful=4, No

Appendix 1		
Survey Response Codes		
	Survey Question	Response Code/Database Value
	the services you received from the counselor who assisted you in identifying and correcting problems in operating your business and/or assisted you in starting or not starting a business <input type="checkbox"/> 1. Identification of problem(s) <input type="checkbox"/> 2. Correction of problem(s)	Opinion=3, Somewhat Useful=2, Not Useful=1, No response = N
	#21.i. Did you utilize any other SBA resources/program?	Yes=1, No=0, No response = N
	#21.ii. If YES, select those you used [Check all that apply] <input type="checkbox"/> SBDC <input type="checkbox"/> SCORE <input type="checkbox"/> WBC <input type="checkbox"/> SBA's Guarantee Loan Programs <input type="checkbox"/> SBIC Venture Capital Program <input type="checkbox"/> Government contracting <input type="checkbox"/> SBA's Surety Bond Program <input type="checkbox"/> Small Business Training Network (Online Training) <input type="checkbox"/> Disaster Assistance	SCORE =1 or 0, SBDC =1 or 0, Women Business Center =1 or 0, SBA's Guarantee Loan Programs =1 or 0, SBIC Financing Program =1 or 0, SBA's Surety Bond Program =1 or 0, No response = N

Appendix 2 Quantified Survey Results – Initial Survey 2011 Clients	
Surveys Questions	Percentage of Sample
<i>Q1) Are you currently in business?</i>	
<input type="checkbox"/> Yes	72.25%
<input type="checkbox"/> No	27.75%
<input type="checkbox"/> Missing	0%
<i>Q1a) If no, when do you plan on starting a business?</i>	
<input type="checkbox"/> Within 30 days	1.77%
<input type="checkbox"/> 31-90 days	4.23%
<input type="checkbox"/> 91-120 days	4.59%
<input type="checkbox"/> No idea at this time	16.65%
<input type="checkbox"/> Missing	72.76%
<i>Q1b) Have you ever been in business?</i>	
<input type="checkbox"/> Yes	10.42%
<input type="checkbox"/> No	17.64%
<input type="checkbox"/> Missing	71.92%
<i>Q2) If you were not in business at the time you were assisted by the counselor, did you decide to go into business as a result of that assistance?</i>	
<input type="checkbox"/> Yes	17.41%
<input type="checkbox"/> No	38.41%
<input type="checkbox"/> Not Applicable (already in business)	50.88%
Missing	0.30%
<i>Q3) As a result of the assistance you received, have you changed any of your current management practices/strategies?</i>	
<input type="checkbox"/> Yes	42.60%
<input type="checkbox"/> No	22.69%
<input type="checkbox"/> Missing	28.71%

<i>Q4) As a result of the assistance I received from the counselor I was able to develop [i.e., Business Plan] in order to start or better manage my business.</i>						
<input type="checkbox"/> Business Plan	33.94%					
<input type="checkbox"/> Loan Package	7.99%					
<input type="checkbox"/> Purchasing Strategy	5.11%					
<input type="checkbox"/> Marketing Plan	28.97%					
<input type="checkbox"/> Hiring Plan	5.51%					
<input type="checkbox"/> Feasibility Plan	9.86%					
<input type="checkbox"/> Promotional Plan	13.30%					
<input type="checkbox"/> Training Plan for Staff	3.97%					
<input type="checkbox"/> Production Plan	4.68%					
<input type="checkbox"/> Pricing Strategy	15.24%					
<input type="checkbox"/> Financial Strategy	19.86%					
<input type="checkbox"/> Distribution Plan	4.11%					
<input type="checkbox"/> Cash Flow Analysis	17.33%					
<input type="checkbox"/> Web-based Strategy	12.05%					
<input type="checkbox"/> International Trade	2.36%					
<input type="checkbox"/> General Management Strategy	19.39%					
<input type="checkbox"/> Other	33.49%					
<i>Q5) Please indicate the impact of these changes have had on your firm: Strongly Agree=SA, Agree=A, No Opinion-No, Disagree=D, Strongly Disagree=SD]</i>	SA	A	NO	D	SD	Missing
I was able to:						
<input type="checkbox"/> Increase my sales	11.26%	27.74%	35.00%	9.73%	5.99%	36.04%
<input type="checkbox"/> Improve my cash flow	7.20%	17.84%	25.89%	7.38%	5.28%	36.40%
<input type="checkbox"/> Acquire a bank loan	4.75%	4.87%	34.13%	9.92%	7.74%	38.60%
<input type="checkbox"/> Expand my products/services	7.11%	17.27%	25.32%	7.95%	5.54%	36.81%
<input type="checkbox"/> Hire new staff	5.72%	12.60%	46.99%	13.85%	7.15%	38.50%
<input type="checkbox"/> Revise my marketing strategy	12.79%	25.58%	16.28%	5.52%	4.82%	35.01%
<input type="checkbox"/> Increase my profit margin	9.02%	22.62%	38.95%	11.11%	6.02%	37.29%
<input type="checkbox"/> Retain current staff	6.41%	16.41%	47.57%	9.41%	6.02%	38.86%
<input type="checkbox"/> Acquire a SBA guarantee loan	3.02%	2.47%	36.24%	10.58%	8.39%	39.30%
<input type="checkbox"/> Acquire a government contract	1.19%	2.18%	37.93%	11.35%	7.86%	39.49%
<input type="checkbox"/> Acquire a SBA Disaster loan	.35%	.46%	39.92%	.52%	2.24%	75.93%
<input type="checkbox"/> Other	8.04%	3.24%	10.03%	.52%	2.24%	75.93%

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<i>Q6) Please indicate how useful the services were that you received from the counselor who assisted you in identifying and correcting problems in operating your business: [Very Useful=VU, Useful=U, No Opinion-NO, Somewhat Useful =SU, Not Useful =NU]</i>	VU	U	NO	SU	NU	Missing
<input type="checkbox"/> Relevancy of Counseling	45.17%	30.54%	2.74%	9.20%	6.65%	5.71%
<input type="checkbox"/> Timeliness of Counseling	37.21%	19.58%	4.36%	4.02%	5.09%	29.75%
<input type="checkbox"/> Helpfulness of Counseling	38.93%	17.77%	2.46%	5.15%	6.20%	29.49%
<i>Q7) At the time you were assisted by [SBDC/SCORE/WBC], what was the approximate annual gross revenue for each of the calendar years below?</i>						
2010						
<input type="checkbox"/> Revenue given	33.66					
<input type="checkbox"/> Missing or Zero	66.33%					
2011						
<input type="checkbox"/> Revenue given	41.26% Average = \$653,755					
<input type="checkbox"/> Missing or Zero	58.74%					
<i>Q8) Counting yourself, how many full-time employees and part-time employees did you employ at the end of the following years you were in business?</i>						
<input type="checkbox"/> 2010 Full-time jobs	Average = 2.7					
<input type="checkbox"/> 2011 Full-time jobs	Average = 4.6					
<input type="checkbox"/> 2010 Part-time jobs	Average = 1.7					
<input type="checkbox"/> 2011 Part-time jobs	Average = 2.5					
<i>Q9) At the time you were assisted by [SBDC/SCORE/WBC], what was the approximate annual gross revenue for each of the calendar years below?</i>						
<input type="checkbox"/> Existing Full-time jobs saved	Total Full-time Jobs Saved – 6,926					
<input type="checkbox"/> Existing Part-time jobs saved	Total Part-time Jobs Saved – 4,831					

<i>Q10) If you are in business, what is the primary type of business? (This question includes multiple responses)</i>	
<input type="checkbox"/> Construction	3.79%
<input type="checkbox"/> Manufacturing	6.39%
<input type="checkbox"/> Consulting	5.38%
<input type="checkbox"/> Wholesale	2.18%
<input type="checkbox"/> Finance, Insurance, Real Estate	1.75%
<input type="checkbox"/> Entertainment	1.26%
<input type="checkbox"/> Retail	8.71%
<input type="checkbox"/> Restaurant and/or Eating and Drinking	8.73%
<input type="checkbox"/> Engineering	0.99%
<input type="checkbox"/> Publishing	0.75%
<input type="checkbox"/> Education	1.74%
<input type="checkbox"/> Service	8.94%
<input type="checkbox"/> Health Care	2.63%
<input type="checkbox"/> Day Care	0.53%
<input type="checkbox"/> Transportation	0.97%
<input type="checkbox"/> Technology	4.02%
<input type="checkbox"/> Health, Wellness and/or Fitness	2.36%
<input type="checkbox"/> Other	14.67%
<input type="checkbox"/> Missing	29.31%
<i>Q11) Indicate the geographic location of your primary business.</i>	
<input type="checkbox"/> Rural	15.01%
<input type="checkbox"/> Suburban	26.72%
<input type="checkbox"/> Urban	24.09%
<input type="checkbox"/> Missing	34.18%
<i>Q12) What led to your decision to seek business counseling from [SBDC/SCORE/WBC]?</i>	
<input type="checkbox"/> Tried other alternatives but was dissatisfied	6.76%
<input type="checkbox"/> Reputation of [SBDC/SCORE/WBC]	41.28%
<input type="checkbox"/> Low/free cost of service	46.39%
<input type="checkbox"/> Referral	23.82%

<i>Q13) Please indicate the value of the information: [Extremely Valuable=EV, Valuable=V, No Opinion=NO, Somewhat Valuable=SV, Not Valuable=NV]</i>	
<input type="checkbox"/> Usefulness of Information	
<input type="checkbox"/> Relevancy of the Information	
<input type="checkbox"/> Timeliness of the Information	
<i>Q14) Please indicate the counselor's effectiveness in assisting you: [Strongly Agree=SA, Agree=A, No Opinion=NO, Disagree=D, Strongly Disagree=SD]</i>	
<input type="checkbox"/> The counselor exhibited excellent customer service techniques	
<input type="checkbox"/> The counselor was able to assist me	
<input type="checkbox"/> The counselor exhibited a high level of professionalism	
<input type="checkbox"/> The counselor was knowledgeable of current management practices and issues	
<input type="checkbox"/> The counselor identified with my needs	
<input type="checkbox"/> I would rate my overall experience with the counselor as excellent	
<i>Q15) I would refer the counseling services I received to other small businesses. [Strongly Disagree=SA, Agree=A, No Opinion=NO, Disagree=D, Strongly Disagree=SD]</i>	
<i>Q16) Gender:</i>	
<input type="checkbox"/> Male	37.51%
<input type="checkbox"/> Female	37.47%
<input type="checkbox"/> Both male and female	18.00%
<input type="checkbox"/> Missing	7.02%
<i>Q17) Veteran Status</i>	
<input type="checkbox"/> Veteran	8.62%
<input type="checkbox"/> Service-disabled Veteran	2.47%
<input type="checkbox"/> Reservist	0.43%
<input type="checkbox"/> National Guard Member	0.38%
<input type="checkbox"/> Non-veteran	78.96%
<input type="checkbox"/> Missing	9.19%
<i>Q18) Age</i>	
<input type="checkbox"/> 18-24	1.95%
<input type="checkbox"/> 25-34	15.43%
<input type="checkbox"/> 35-44	22.15%
<input type="checkbox"/> 45-54	27.89%
<input type="checkbox"/> 55-64	20.23%
<input type="checkbox"/> 65-74	4.50%
<input type="checkbox"/> 75 +	0.65%
<input type="checkbox"/> Missing	7.20%
<i>Q19) Are you:</i>	
<input type="checkbox"/> Hispanic/Latino	7.32%
<input type="checkbox"/> Non-Hispanic/Latino	80.25%
<input type="checkbox"/> Missing	12.43%
<i>Q20) Are you:</i>	
<input type="checkbox"/> American Indian or Alaskan Native	2.20%

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<input type="checkbox"/> Asian	3.72%
<input type="checkbox"/> Black or African American	11.21%
<input type="checkbox"/> Native Hawaiian or Pacific Islander	0.59%
<input type="checkbox"/> White	70.63%
<input type="checkbox"/> Missing	11.65%
<i>Q21) Did you utilize any other SBA resources/program?</i>	
<input type="checkbox"/> Yes	36.59%
<input type="checkbox"/> No	55.32%
<input type="checkbox"/> Missing	8.10%
<i>Q21 cont.) If yes, select those you used</i>	
<input type="checkbox"/> SCORE	17.47%
<input type="checkbox"/> SBA's Guarantee Loan Program	6.43%
<input type="checkbox"/> Women Business Center	32.96%
<input type="checkbox"/> SBIC Venture Capital Program	0.67%
<input type="checkbox"/> Government Contracting	3.57%
<input type="checkbox"/> SBDC	10.78%
<input type="checkbox"/> SBA's Surety Bond Program	0.35%
<input type="checkbox"/> Sm. Bus. Training Network (Online Assistance)	6.26%
<input type="checkbox"/> Disaster Assistance	0.50%

Appendix 3 - Quantified Survey Results – Follow-up Survey 2010 Clients	
Surveys Questions	Percentage of Sample
<i>Q1) Are you currently in business?</i>	
<input type="checkbox"/> Yes	81.68%
<input type="checkbox"/> No	18.32%
<input type="checkbox"/> Missing	0.00%
<i>Q2) If no, when do you plan on starting a business?</i>	
<input type="checkbox"/> Within 30 days	0.78%
<input type="checkbox"/> 31-90 days	1.79%
<input type="checkbox"/> 91-120 days	2.67%
<input type="checkbox"/> No idea at this time	13.07%
<input type="checkbox"/> Missing	81.68%
<i>Q3) Have you ever been in business?</i>	
<input type="checkbox"/> Yes	8.15%
<input type="checkbox"/> No	10.17%
<input type="checkbox"/> Missing	81.68%
<i>Q4) As a result of the assistance received from the [SBDC/WBC/SCORE] Counselor which of the following were you able to develop [i.e., Business Plan] in order to start or better manage your business. [Check all that apply]</i>	
<input type="checkbox"/> Business Plan	48.46%
<input type="checkbox"/> Loan Package	11.04%
<input type="checkbox"/> Purchasing Strategy	3.68%
<input type="checkbox"/> Marketing Plan	33.04%
<input type="checkbox"/> Hiring Plan	4.28%
<input type="checkbox"/> Feasibility Plan	12.10%
<input type="checkbox"/> Promotional Plan	13.81%
<input type="checkbox"/> Training Plan for Staff	2.67%
<input type="checkbox"/> Production Plan	3.27%
<input type="checkbox"/> Pricing Strategy	15.37%
<input type="checkbox"/> Financial Strategy	21.31%
<input type="checkbox"/> Distribution Plan	2.53%
<input type="checkbox"/> Cash Flow Analysis	20.62%
<input type="checkbox"/> Web-based Strategy	10.91%
<input type="checkbox"/> International Trade	2.12%
<input type="checkbox"/> General Management	24.34%
<input type="checkbox"/> Other	11.41%

Appendix 3 - Quantified Survey Results – Follow-up Survey 2010 Clients	
Surveys Questions	Percentage of Sample
<i>Q5) What was the approximate annual gross revenue of your business in 2010?</i>	
<input type="checkbox"/> Reported	63.00%
<input type="checkbox"/> Missing	37.00%
<i>Q6) Currently, how many people (full and part time), including yourself, does your business employ?</i>	
<input type="checkbox"/> Average Full-Time	6.1 employees
<input type="checkbox"/> Average Part-Time	4.1 employees
<i>Q7) Have you utilized any other SBA resources/program?</i>	
<input type="checkbox"/> Yes	25.13%
<input type="checkbox"/> No	68.80%
<input type="checkbox"/> Missing	6.07%
<i>Q8) If YES, select those you used [check all that apply]</i>	
<input type="checkbox"/> SCORE	8.97%
<input type="checkbox"/> SBA's Loan Guarantee Programs	5.89%
<input type="checkbox"/> SBDC	3.77%
<input type="checkbox"/> SBIC Venture Capital Program	0.32%
<input type="checkbox"/> Woman Business Center	3.73%
<input type="checkbox"/> Government Contracting	3.54%
<input type="checkbox"/> SBA's Surety Bond Program	0.18%
<input type="checkbox"/> Small Business Training Network (online training)	5.20%

Appendix 4 – Initial Study Survey Instrument

U.S. Small Business Administration
Office of Entrepreneurial Development
Initial Economic Impact Survey

OMB Number 3245-0351
Expiration 03/31/2013

Dear Small Business Client:

Thank you for your recent visit to [the Small Business Development Center (SBDC)/ SCORE/ the Women’s Business Center (WBC)], one of SBA’s Entrepreneurial Development (ED) Resource Partners. We hope you found the business assistance you sought. The SBA is always striving to better its programs and deliver relevant and meaningful assistance. We want to know if our programs and services are helping the economy by providing useful information on starting and managing businesses and eventually helping your business create jobs, and increasing your revenues and, in general, fueling the entrepreneurial spirit in America.

We would appreciate you taking a few minutes to answer some brief questions that will help us determine the quality and impact of the programs. All responses to these questions are voluntary and will be held in confidence. The data will not be released to any other government agency or private firm. Please answer the following questions based on your visit to [the Small Business Development Center (SBDC)/ SCORE/ the Women’s Business Center (WBC)].

1. Are you currently in business? Yes No

If YES when was the business started? __/____
mm/yyyy

What is the zip code of your business location _____

If Yes to Question 1, skip to Question 2. **If No, continue to 1a**

1a. **If NO (to Question 1), when do you plan on starting a business?**

Within 30 days 31-90 days
91-120 days No idea at this time

1b **If NO (to Question 1), have you ever been in business?**

Yes No
If YES when was the business started? __/____
mm/yyyy

2. **If you were not in business at the time you were assisted by the counselor, did you decide to go into business as a result of that assistance?**

Yes No Not applicable (already in business)

If you answered NO to Question 1, please skip ahead to Question 12

3. As a result of the assistance you received, have you changed any of your current management practices/strategies? Yes No
4. As a result of the assistance I received from the [SBDC/ SCORE/ WBC] Counselor, I was able to develop one or more of the following (i.e., Business Plan) in order to better manage my business. **[Check all that apply]**

- | | | |
|---|--|--|
| Business Plan <input type="checkbox"/> | Loan Package <input type="checkbox"/> | Purchasing Strategy <input type="checkbox"/> |
| Marketing Plan <input type="checkbox"/> | Hiring Plan <input type="checkbox"/> | Feasibility Plan <input type="checkbox"/> |
| Promotional Plan <input type="checkbox"/> | Training Plan for Staff <input type="checkbox"/> | Production Plan <input type="checkbox"/> |
| Pricing Strategy <input type="checkbox"/> | Financial Strategy <input type="checkbox"/> | Distribution Plan <input type="checkbox"/> |
| Cash Flow Analysis <input type="checkbox"/> | Web Based Strategy <input type="checkbox"/> | International Trade <input type="checkbox"/> |
| General Management <input type="checkbox"/> | Other _____ | |

5. Please indicate the impact your counseling experience had on your firm:
[Strongly Agree=SA, Agree=A, No Opinion=NO, Disagree=D, Strongly Disagree=SD]

	SA	A	NO	D	SD
I was able to:					
1. Increase my sales	5	4	3	2	1
2. Improve my cash flow	5	4	3	2	1
3. Acquire a bank loan	5	4	3	2	1
4. Expand my products/services	5	4	3	2	1
5. Hire new staff	5	4	3	2	1
6. Revise my marketing strategy	5	4	3	2	1
7. Increase my profit margin	5	4	3	2	1
8. Retain current staff	5	4	3	2	1
9. Acquire a SBA guarantee loan	5	4	3	2	1
10. Acquire a government contract	5	4	3	2	1
11. Acquire a SBA Disaster loan	5	4	3	2	1
12. Other (specify _____)	5	4	3	2	1

6. Please indicate how useful the services were that you received from the counselor who assisted you in identifying and correcting problems in operating your business.

	Very Useful	Useful	No Opinion	Somewhat Useful	Not Useful
1. Relevancy of Counseling	5	4	3	2	1
2. Timeliness of Counseling	5	4	3	2	1

3. Helpfulness of Counseling 5 4 3 2 1

7. At the time you were assisted by **[the Small Business Development Center (SBDC)/ SCORE/ the Women’s Business Center (WBC)]**, what was the approximate annual gross revenue for each of the calendar years below:

[All data will be held in strict confidence and reported only in the aggregate without identifying any individual small business] *Enter dollar figures only. Do not include commas or currency symbols.*

2010: _____

2011: _____

8. *Counting yourself*, how many full-time employees (35 hours or more per week) and part-time employees (less than 35 hours per week) did you employ at the end of the following years you were in business?

2010 _____ Number of Full-time employees

2011 _____ Number of Full-time employees

2010 _____ Number of Part-time employees

2011 _____ Number of Part-time employees

9. If you were projecting to reduce your total number of employees prior to receiving counseling from **[SBDC/ SCORE/ WBC]**, how many positions have you retained due to the counseling?

Existing Full-time jobs saved _____

Existing Part-time jobs saved _____

10. What is your firm’s primary type of business? **[Please choose only one]**

Construction <input type="checkbox"/>	Manufacturing <input type="checkbox"/>	Consulting <input type="checkbox"/>
Wholesale <input type="checkbox"/>	Finance, Insurance and Real Estate <input type="checkbox"/>	Entertainment <input type="checkbox"/>
Retail <input type="checkbox"/>	Restaurant and/or Eating and Drinking <input type="checkbox"/>	Engineering <input type="checkbox"/>
Publishing <input type="checkbox"/>	Education <input type="checkbox"/>	Service <input type="checkbox"/>
Health Care <input type="checkbox"/>	Day Care <input type="checkbox"/>	Transportation <input type="checkbox"/>
Technology <input type="checkbox"/>		
Health, Wellness and/or Fitness <input type="checkbox"/>	Other (describe) _____	

11. Indicate the geographic location of your primary business.

Rural Suburban Urban

12. What led to your decision to seek business counseling from **[SBDC/ SCORE/ WBC]**? **[Check all that apply]**

Tried other alternatives and was dissatisfied

Reputation of [SBDC/ SCORE/ WBC]
 Low/free cost of service
 Referred by _____
 (Fill in blank or add options such as *SBA office of _____*)
 Other _____
 (Fill in the blank)

13. Please indicate the value of the information you received from the counselor you visited:

	Extremely Valuable	Valuable	No Opinion	Somewhat Valuable	Not Valuable
1. Usefulness of Information	5	4	3	2	1
2. Relevancy of Information	5	4	3	2	1
3. Timeliness of Information	5	4	3	2	1

14. Please indicate the counselor's effectiveness in assisting you:

[Strongly Agree=SA, Agree=A, No Opinion=NO, Disagree=D, Strongly Disagree=SD]

	SA	A	NO	D	SD
1. The counselor exhibited excellent customer service techniques	5	4	3	2	1
2. The counselor was able to assist me	5	4	3	2	1
3. The counselor exhibited a high level of professionalism	5	4	3	2	1
4. The counselor was knowledgeable of current management practices and issues	5	4	3	2	1
5. The counselor identified with my needs	5	4	3	2	1
6. I would rate my overall experience with the counselor as excellent	5	4	3	2	1

15. I would refer the counseling services I received to other small businesses.

Strongly Agree Agree No Opinion Disagree Strongly Disagree

16. Gender: Male owner(s) Female owner(s) Both male and female owners

17. Veterans status: Veteran Service Disabled Veteran
 Reservist National Guard member Non-Veteran

18. Age: **[Circle one]** 18-24 25-34 35-44 45-54 55-64 65-74 75+

19. Are you: Hispanic or Latino Not of Hispanic or Latino Origin
20. Are you: **[Please choose one or more]**
American Indian or Alaskan Native Asian
Black or African American Native Hawaiian or Pacific Islander
White
21. Did you utilize any of the following SBA resources or programs?
Yes No
- If YES, select those you used **[Check all that apply]**
- | | | | |
|-------------------------------|--------------------------|---------------------------------|--------------------------|
| SBDC | <input type="checkbox"/> | SCORE | <input type="checkbox"/> |
| SBA's Guarantee Loan programs | <input type="checkbox"/> | Women Business Center | <input type="checkbox"/> |
| SBIC Venture Capital Program | <input type="checkbox"/> | Government Contracting | <input type="checkbox"/> |
| SBA's Surety Bond Program | <input type="checkbox"/> | Small Business Training Network | <input type="checkbox"/> |
| Disaster Assistance | <input type="checkbox"/> | (On-line training) | |

PLEASE NOTE: The estimated burden for completing this form is 12 minutes per response. You are not required to respond to any collection of information unless it displays a currently valid OMB approval number. Comments on the burden should be sent to U.S. Small Business Administration, Chief, AIB, 409 3rd St., S.W., Washington, D.C. 20416 and Desk Officer for the Small Business Administration, Office of Management and Budget, New Executive Building, Room 10202, Washington, D.C. 20503. OMB Approval (3245-0351). PLEASE DO NOT SEND FORMS TO OMB.

SBA Form 2214

THANK YOU

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Appendix 5 – Follow-up Survey

U.S. Small Business Administration
 Office of Entrepreneurial Development
Follow-up Economic Impact Survey

OMB Number TBD
 Expiration TBD

Dear Small Business Client:

Within the last twelve months you were kind enough to respond to our request for some initial data regarding your visit(s) to SBA’s Entrepreneurial Development resource the [**Small Business Development Center (SBDC), Women’s Business Center (WBC), SCORE**]. To continually understand the impact our programs and services are having on the economy it would be helpful to know if our assistance to you regarding starting and managing a business resulted in job creation, increases in your business’ revenues or other results.

We understand that you responded to a thorough survey not so long ago, but we ask that you help us in answering a few questions for this follow-up survey which will take less than 5 minutes. All responses to these questions are voluntary and will be held in confidence. The data will not be released to any other government agency or private firm. Based on your visit to the [SBDC, WBC, SCORE], please use that experience as a benchmark to answer the following:

1. Are you currently in business?

Yes	<input type="checkbox"/>	No	<input type="checkbox"/>
-----	--------------------------	----	--------------------------

If YES when was the business started? /
 mm/ yyyy

2. **If NO, when do you plan on starting a business?**

Within 30 days	<input type="checkbox"/>	31-90 days	<input type="checkbox"/>
91-120 days	<input type="checkbox"/>	No idea at this time	<input type="checkbox"/>

3. Have you ever been in business? Yes No
 If YES, when was the business started? /
 mm/ yyyy

4. As a result of the assistance received from the [SBDC/WBC/SCORE] Counselor which of the following were you able to develop [i.e., Business Plan] in order to start or better manage your business. **[Check all that apply]**

Business Plan	<input type="checkbox"/>	Loan Package	<input type="checkbox"/>	Purchasing Strategy	<input type="checkbox"/>
Marketing Plan	<input type="checkbox"/>	Hiring Plan	<input type="checkbox"/>	Feasibility Plan	<input type="checkbox"/>
Promotional Plan	<input type="checkbox"/>	Training Plan for Staff	<input type="checkbox"/>	Production Plan	<input type="checkbox"/>
Pricing Strategy	<input type="checkbox"/>	Financial Strategy	<input type="checkbox"/>	Distribution Plan	<input type="checkbox"/>
Cash Flow Analysis	<input type="checkbox"/>	E-Commerce Strategy	<input type="checkbox"/>	Other _____	

5. What was the approximate annual gross revenue of your business in 2009? \$ _____, _____, _____ .00

6. Currently, how many people (full and part-time), including yourself, does your business employ?

Number of Full-Time Employees _____
Number of Part-Time Employees _____

7. Have you utilized any other SBA resources/program?

Yes No

8. If YES, select those you used [**Check all that apply**]

SCORE	<input type="checkbox"/>	SBA's guarantee loan programs	<input type="checkbox"/>
SBDC	<input type="checkbox"/>	SBIC Financing Program	<input type="checkbox"/>
Women Business Center	<input type="checkbox"/>	SBA's Surety Bond Program	<input type="checkbox"/>

PLEASE NOTE: The estimated burden for completing this form is less than 5 minutes per response. You are not required to respond to any collection of information unless it displays a currently valid OMB approval number. Comments on the burden should be sent to U.S. Small Business Administration, Chief, AIB, 409 3rd St., S.W., Washington, D.C. 20416 and Desk Officer for the Small Business Administration, Office of Management and Budget, New Executive Building, Room 10202, Washington, D.C. 20503. OMB Approval (TBD). PLEASE DO NOT SEND FORMS TO OMB.

THANK YOU

Appendix 6 - Regression Results: Effects of Firm and Demographic Characteristics on Perceived Usefulness, Assistance with Decision to Start a Business, and Financial Impact

<i>Independent Variable</i>	<i>Dependent Variable</i>					
	<i>Perceived Usefulness</i>		<i>Assistance with Decision to Start a Business (LR)</i>		<i>Financial Impact</i>	
Intercept	3.83373	***	0.47719		8.76344	***
SBDC	-0.14620		-0.08498		0.11411	
SCORE	-0.27060	**	-0.11412		-0.25204	
< 3 hours Counsel	-0.22728	***	-0.39753	**	-0.77621	***
Rural	0.07216	*	-0.04934		0.27894	*
Suburb	0.08271	**	0.09288		0.30389	**
Log of Sales	0.03310	***	-0.02438		0.23128	***
Male	-0.09003	**	-0.19303	*	0.02835	
Female	0.09702	**	0.2179	*	0.35579	**
Veteran	-0.10303	**	0.24722		-0.04160	
Latino	-0.03933		-0.23161		-0.25031	
Age 18-34	-0.01966		0.16563		1.87654	***
Age 35-44	-0.11750		0.04465		1.01547	***
Age 45-44	-0.11054		0.02219		0.61713	**
Age 55-64	-0.09988		-0.16974		0.32773	
Native American	-0.14023		0.07113		0.64578	
Asian	0.05406		0.59856		-0.61446	
Black	0.25850	***	-0.21327		-0.62826	*
Hawaiian/Pacific Islander	0.24965		-0.33726		-0.35023	
White	0.27174	***	-0.05572		-0.24883	
Startup	0.19593	***	0.15723		0.30754	*
Nascent	-0.03379		n/a		n/a	
R-square	0.03287	***	0.026		0.03836	***

***Significant at 0.01 level

**Significant at 0.05 level

*Significant at 0.10 level