

[www.pwc.com/saratoga](http://www.pwc.com/saratoga)

# SCORE Client Engagement

## 2012 Survey Results

**pwc**



# Agenda

<b>Overview</b>	<b>4</b>
<b>Summary</b>	<b>6</b>
<b>Results</b>	<b>10</b>
<b>Appendix</b>	
• Survey results by item	<b>24</b>
• Key Demographics	<b>27</b>

## Overview | 2012 SCORE engagement survey

### Survey objectives

- Provide SCORE leadership with a consistent measurement for Client Engagement
- Assess the state of Client Engagement across SCORE, and identify organizational strengths and vulnerabilities
- Produce detailed results at the State, District and Chapter levels
- Assess the extent to which SCORE clients attribute their business success to working with SCORE
- Identify the most critical drivers of engagement when clients and mentors interact
- Measure the extent to which SCORE clients believe mentors are delivering the overall service experience; this will inform the agenda for taking action & addressing client concerns
- Prepare leadership and field for:
  - What the survey measures and why it matters
  - Rollout of data & reporting
  - Expectations for taking action

### Survey methodology

- One questionnaire was deployed to 120,391 SCORE clients from October 30<sup>th</sup> to December 7<sup>th</sup> 2012.
- Following the online fielding period, 16,000 SCORE clients were targeted for phone follow-up from December 10<sup>th</sup> 2012 to January 14<sup>th</sup> 2013 in order to fill State and Chapter report quotas
- Survey items are a combination of 5-point scale (5 being Strongly Agree), Yes/No and multiple choice
- Agree Score is the percent of responses that are a 4 or 5 (Agree and Strongly Agree) on a 5-point scale. The higher the reported Agree Score, the more favorable the result
- Minimum of 30 respondents are required for creation of State or Chapter reports
- For revenue and employees added averages, outliers were excluded: i.e. revenues > \$10M in accordance with SCORE guidance regarding a typical client profile, as well as blanks and/or incomplete values

Survey year	Invited	Completed	Response rate
2012	120,391	12,925	11%
2011	~55,000	3,374	6%

## Overview | *Client engagement*

### Client engagement index

The SCORE Client Engagement Index is the average of mean scores for:

- I would recommend SCORE to friends or associates
- Based on my experience, I would return to SCORE if I needed further support
- SCORE is truly client-oriented
- SCORE is a name I can always trust
- SCORE is important to my success

### Service drivers

A series of service driver statements were included in the survey, to correlate against the Client Engagement Index:

- My mentor was able to assist me
- My mentor approaches each interaction with an open mind
- My mentor listens effectively
- My mentor takes time to accurately assess my current situation
- My mentor provides advice that is relevant to my needs
- My mentor's background and experience are helpful
- As a result of our meeting(s), my mentor recommends other SCORE services
- My mentor encourages me to pursue my goals and dreams
- A long term relationship with SCORE would be beneficial to me
- I believe my mentor wants a long-term mentoring relationship with me

## Summary | Findings

Measure	SCORE Overall 2012	SCORE Overall 2011
Client engagement	4.00	--
Willingness to return to SCORE	79%	--
Likelihood to recommend SCORE	80%	78%

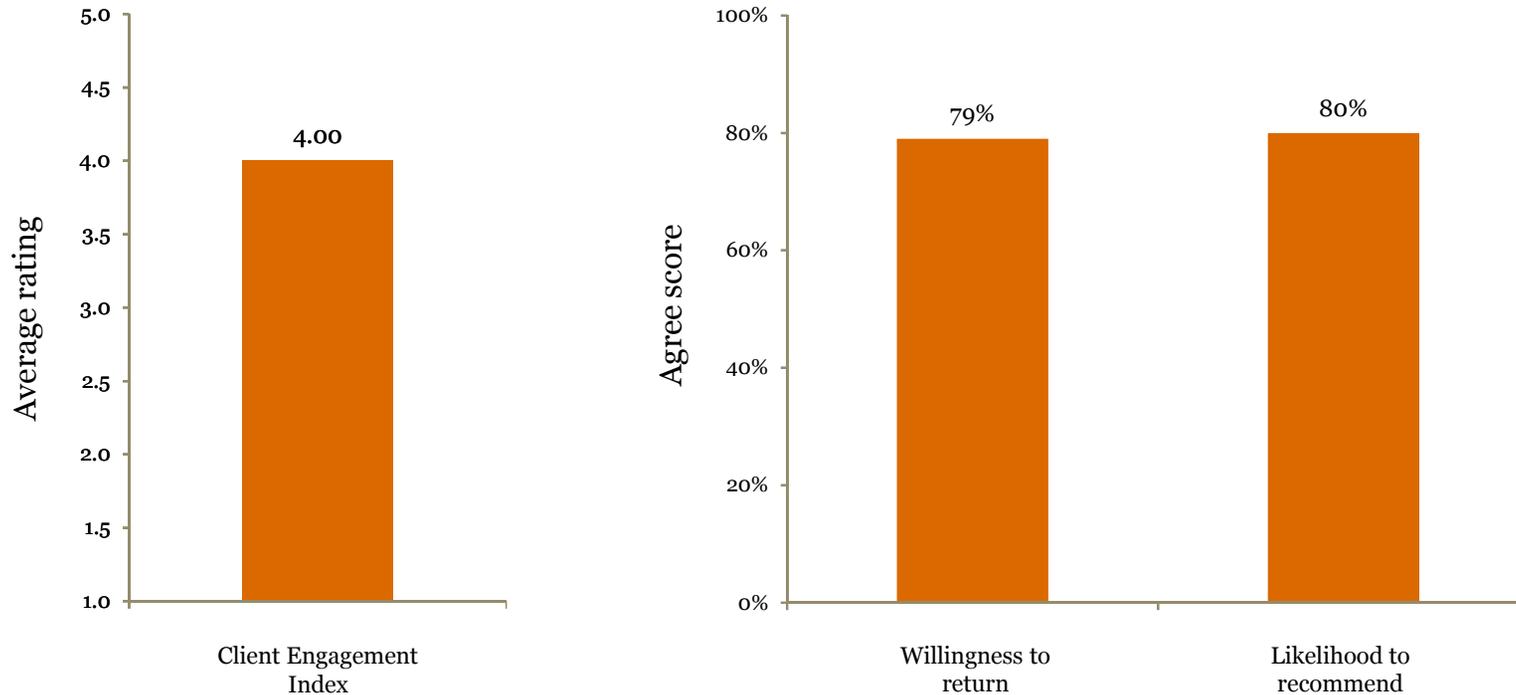
- 66% of SCORE clients interviewed are currently in business, 32% less than one year
- When seeking counselling from SCORE for the first time, clients are split roughly equally between: In business (34%), in the process of starting a new business (35%), or considering a new business idea (30%)
- Measures of client attribution are strong:
  - Impact: 57% of clients have changed their business strategies or practices as a result of working with SCORE
  - Business Starts: 26 % started a business in 2012; 64% say SCORE helped them start their business
  - Revenue Growth: 54% grew business revenues in 2012; 51% say SCORE helped them grow business revenues  
Average revenue growth per client is \$82, 305 <sup>1</sup>
  - Employee Growth: 23% added employees in 2012; 37% say SCORE helped them add employees  
Average employees added are 2.5 full time and 2.6 part time <sup>1</sup>
- Client Landscape
  - 62% of SCORE clients are characterized as “Champions” – meaning they are highly engaged and have a high willingness to return to SCORE for further counselling and advice
  - 21% of SCORE clients are characterized as “Disconnected”; disengaged and vocal detractors
  - There are no clients characterized as “Tenants” – high engagement and a low willingness to return. This indicates that engagement is a strong predictor of a client’s willingness to come back to SCORE for advice

<sup>1</sup> Average revenue growth and employees added calculations exclude outliers noted in Methodology, p .4

## Summary | Findings

- Client engagement rises with the directness and frequency of contact with SCORE. Clients who interact with a mentor face-to-face, and participate in multiple sessions, are the most engaged
- The top 20% of Volunteer Engagement chapters produce an average Client Engagement Index of 4.04. The bottom 20% produce an average Client Engagement Index of 3.85
- To drive engagement, it is most critical for SCORE mentors to convey openness and a willingness to invest time
  - Take significant time during initial meetings to assess clients' needs
  - Approach interactions with an open mind and without judgment
  - Focus on communicating and acting in ways that indicate a desire for a long-term mentoring relationship
- The more functional aspects of the client-mentor interaction, while always important to deliver on, should be less of an emphasis for SCORE improvement efforts
  - Leveraging a relevant background or experience
  - Recommending other SCORE services
  - Listening effectively
- 66% of clients rely upon a referral to seek SCORE services, versus 29% for internet search and advertising
- 77% of clients have visited the SCORE website, 30% attended a SCORE workshop; of those, 64% a single workshop
- 81% of clients prefer to learn in person
- Survey respondent demographics
  - Females make up 53% of survey respondents and are more engaged than men
  - Nearly 70% of have at least a college education
  - 8% are under 35 yrs of age, 56% are 55 years and older
  - 68% White, 14% African American, 5% Hispanic, 4% Asian
  - 13% are Veterans, non-Veterans are more engaged

## Summary | *Engagement index and agree scores*

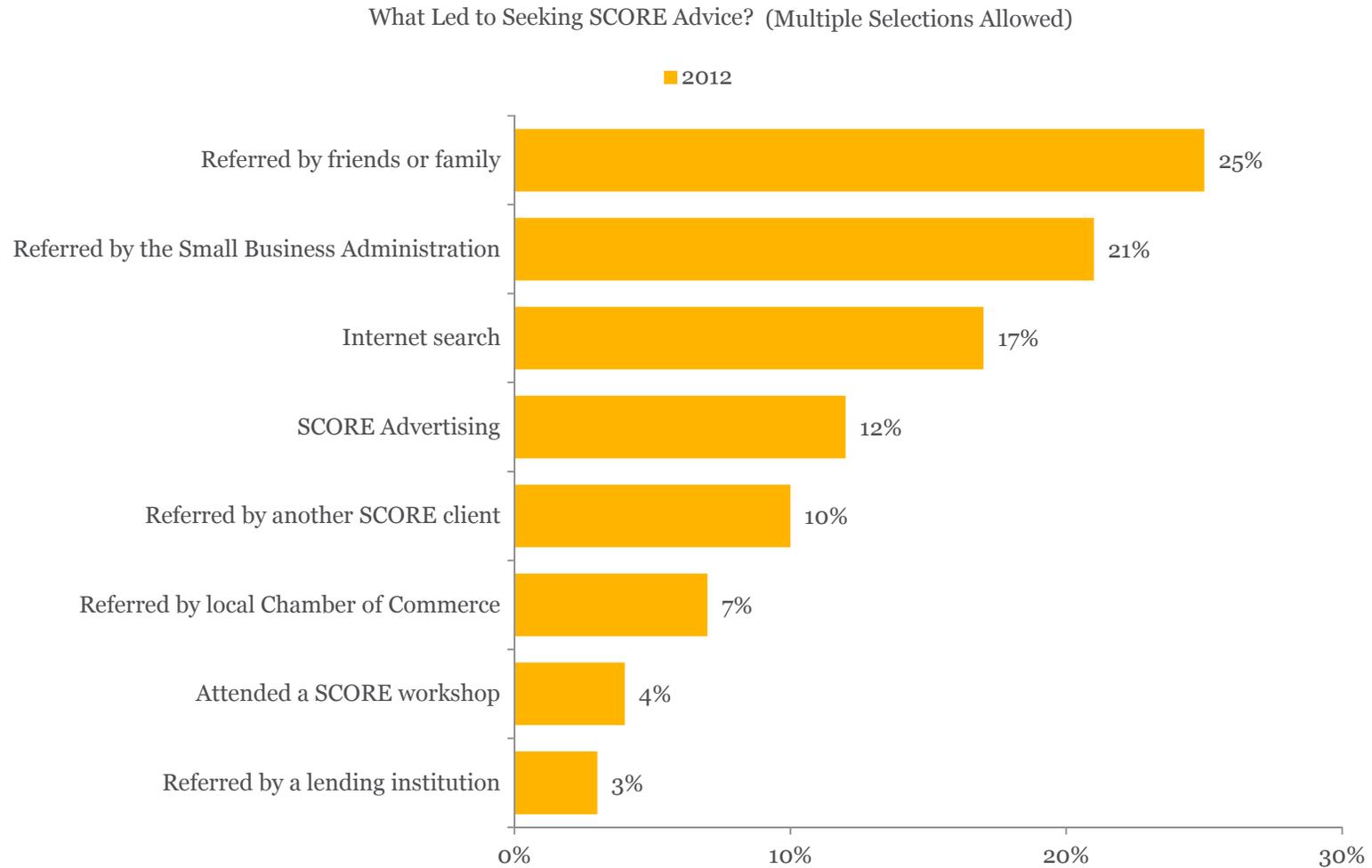


The Client Engagement Index is the composite average for:

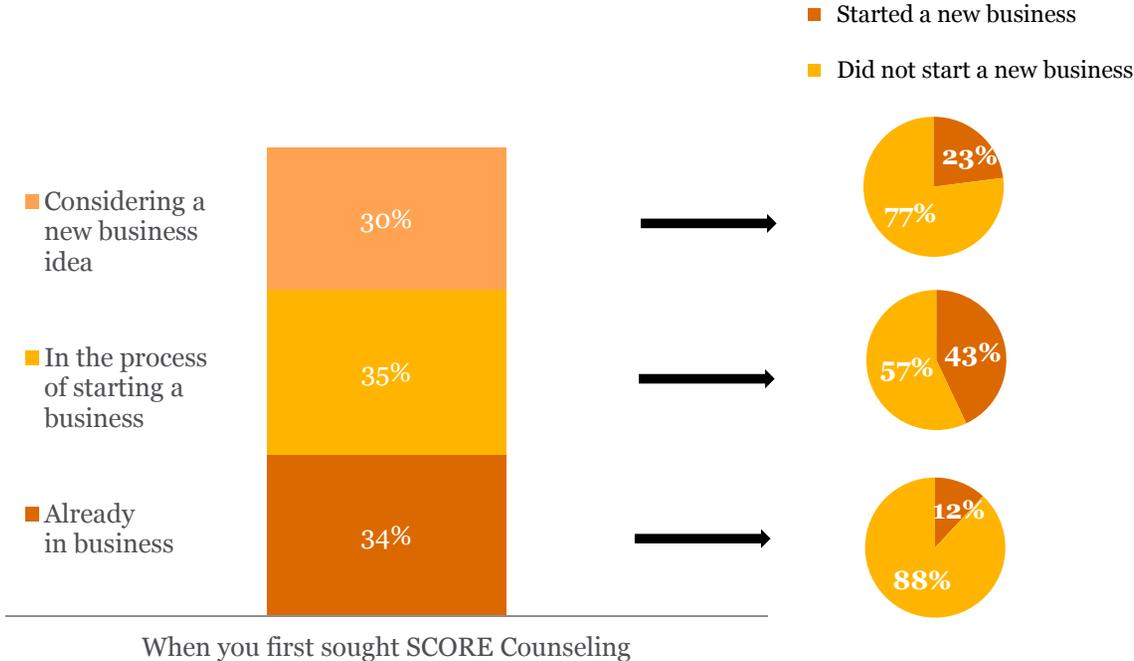
- I would recommend SCORE to friends or associates
- Based on my experience, I would return to SCORE if I needed further support
- SCORE is truly client-oriented
- SCORE is a name I can always trust
- SCORE is important to my success

The agree score is a percent of responses that are a 4 or 5 (Agree and Strongly Agree)

## Summary | Reason sought advice from SCORE

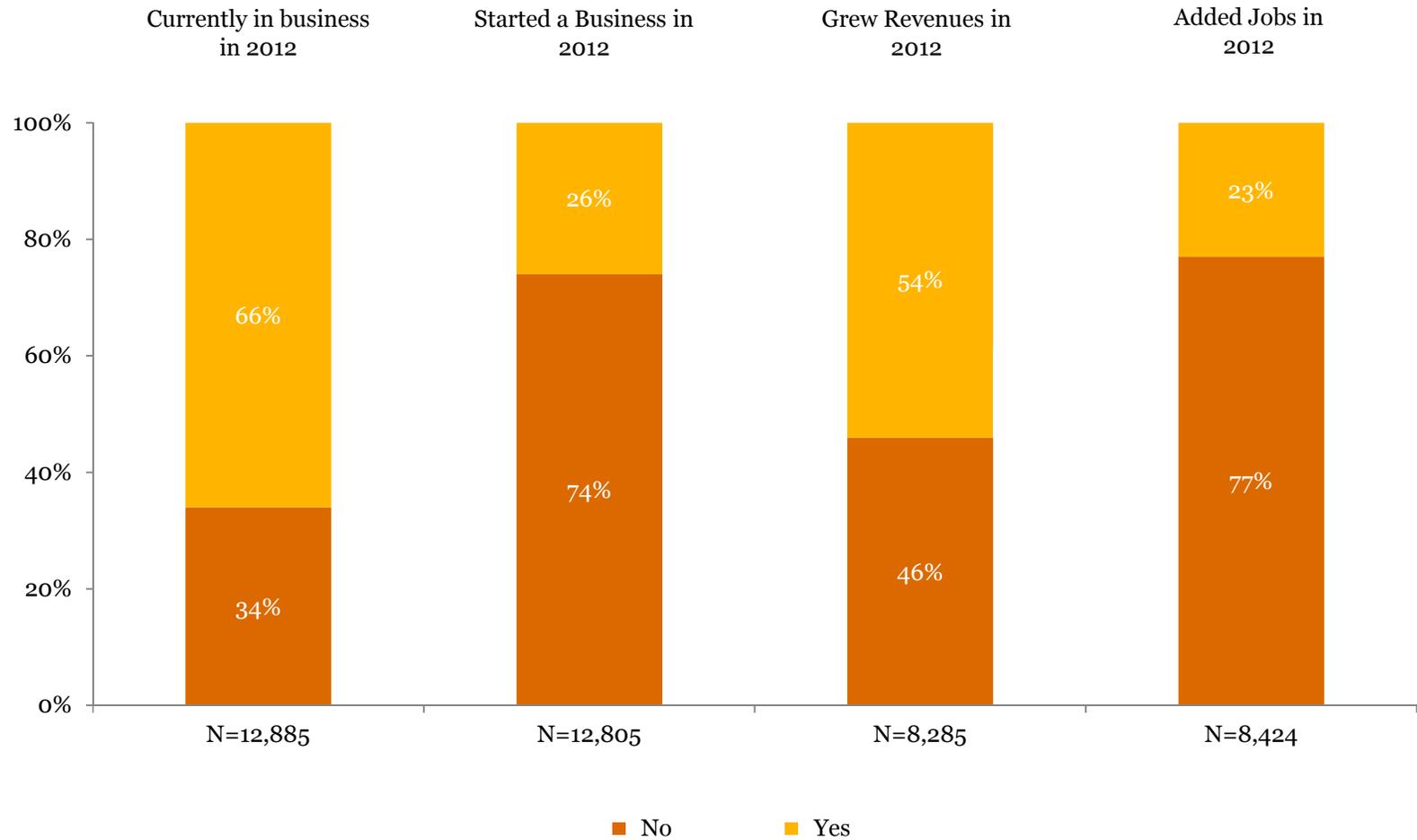


# Results | Business status 2012

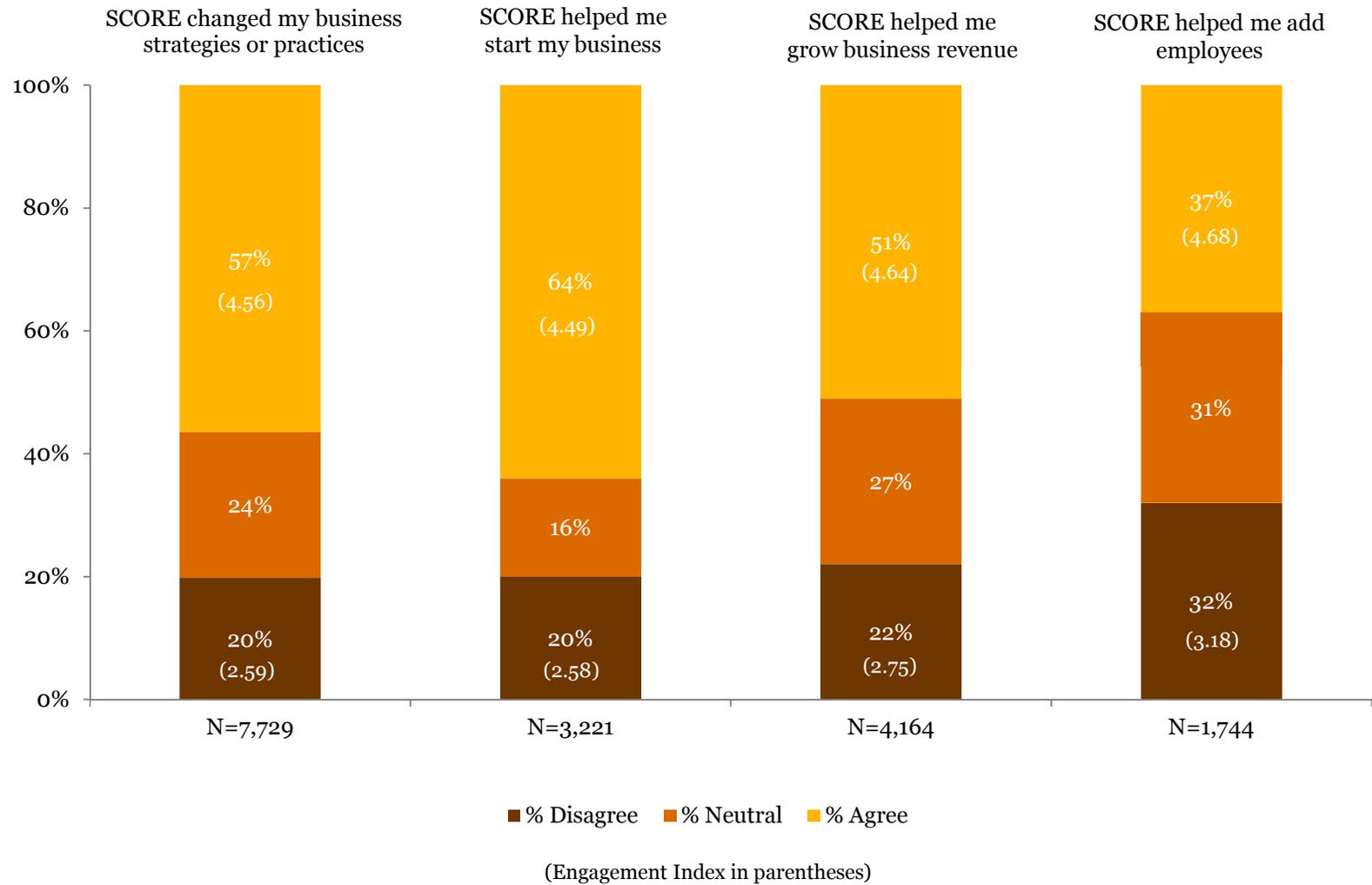


Are You Currently in Business?		
	N	% of Respondent Population
Yes	8,447	66%
No	4,438	34%

## Results | Client profile

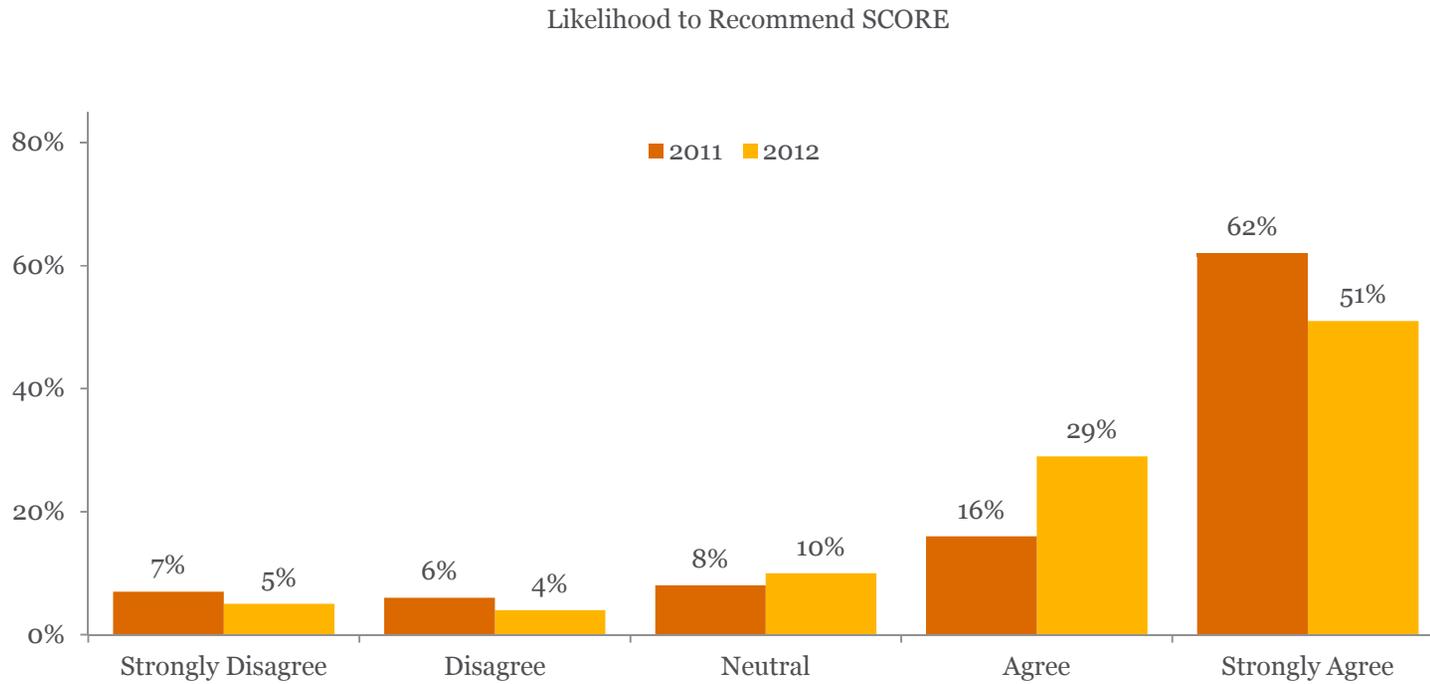


## Results | Client attribution

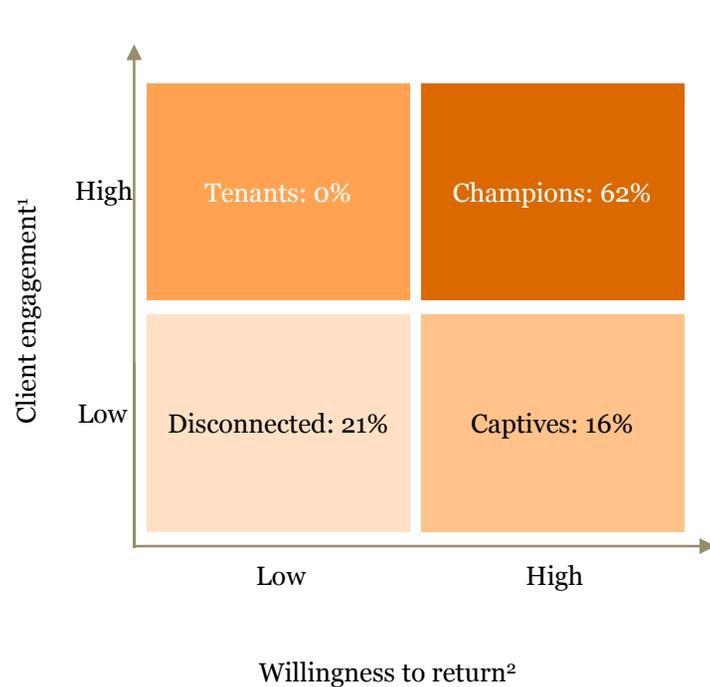


## Results | *Likelihood to recommend SCORE*

**80% of SCORE clients agree that they would recommend SCORE to friends or associates**



## Results | Client landscape

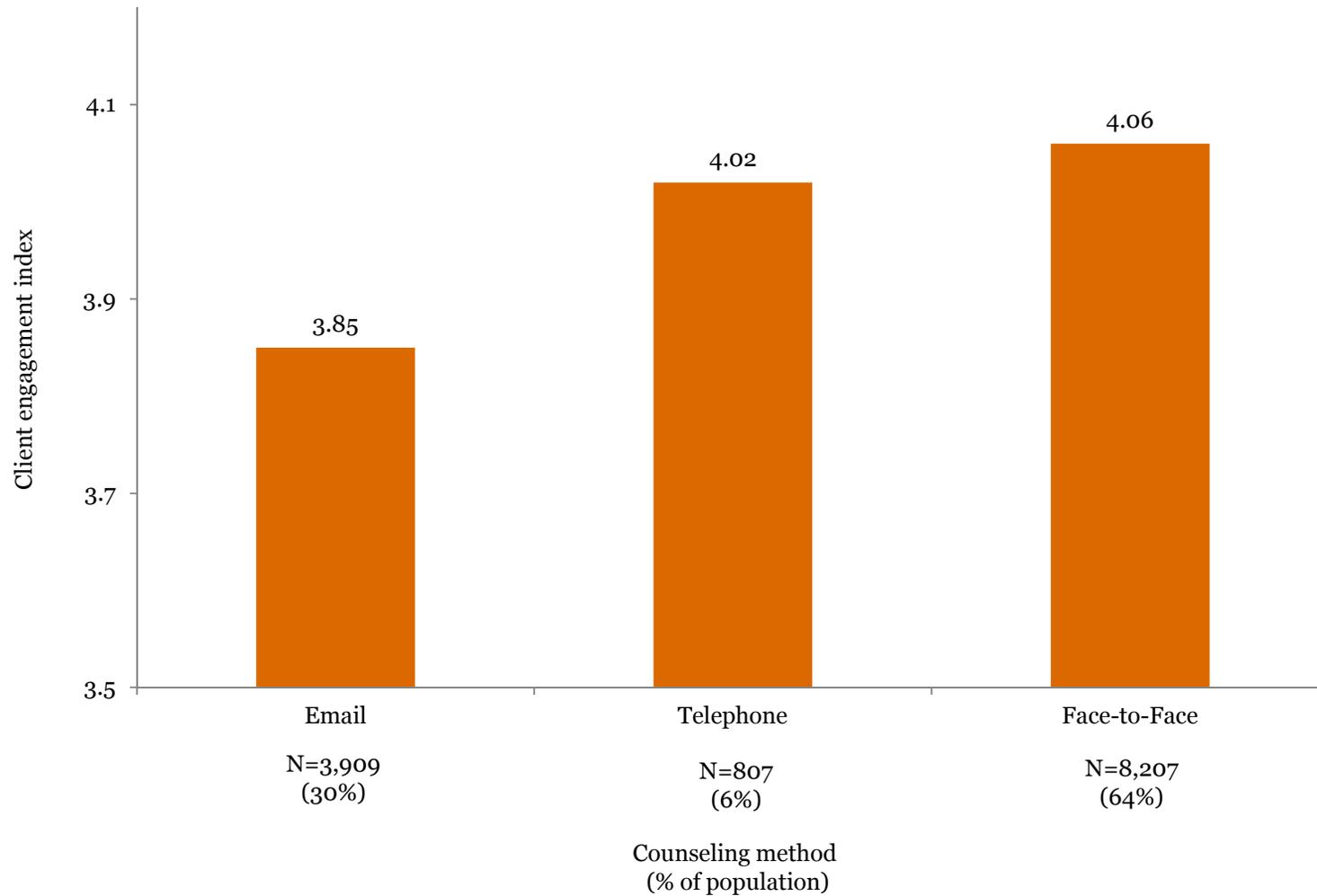


Profile	Characteristics
Champions	<ul style="list-style-type: none"> <li>High engagement and willingness to return</li> <li>Strong identification with SCORE and belief in objectives</li> <li>Loyal and likely to advocate for SCORE</li> </ul>
Tenants	<ul style="list-style-type: none"> <li>High engagement, low willingness to return</li> <li>Transactional client: pleased with the service they received, but very task focused</li> </ul>
Captives	<ul style="list-style-type: none"> <li>Low engagement, high willingness to return</li> <li>Likely to have encountered an instance of poor service, but not inclined to seek other channels</li> <li>“Win-back” opportunities</li> </ul>
Disconnected	<ul style="list-style-type: none"> <li>Low engagement and willingness to return</li> <li>Strong and vocal detractors of the SCORE brand</li> <li>Frustrated and lost clients</li> </ul>

<sup>1</sup> Based on survey of Client Engagement Index questions (High  $\geq 4.0$ , Low  $< 4.0$ )

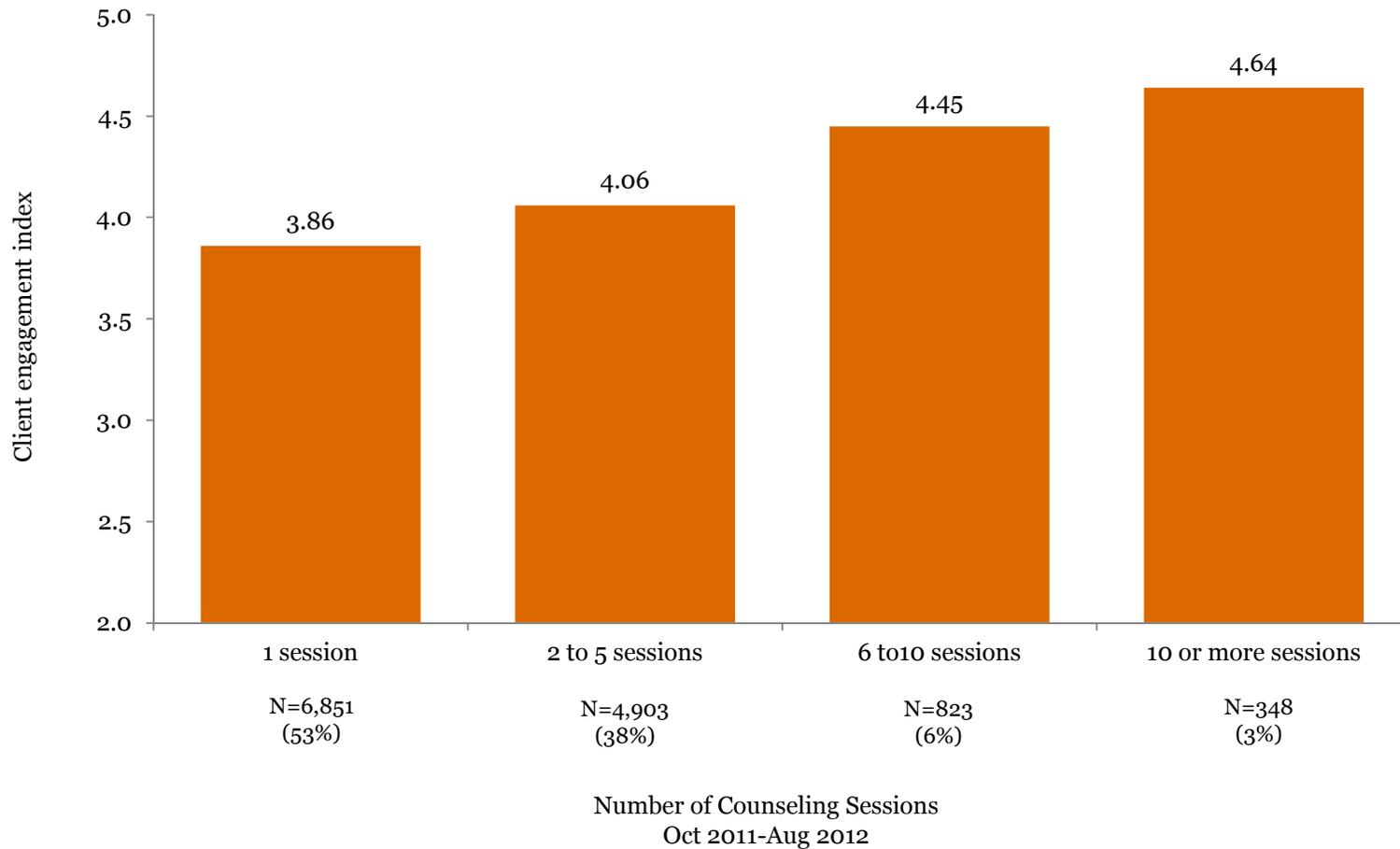
<sup>2</sup> Based on “Based on my experience, I would return to SCORE if I needed further support.”

## Results | *Counseling method vs. Engagement*



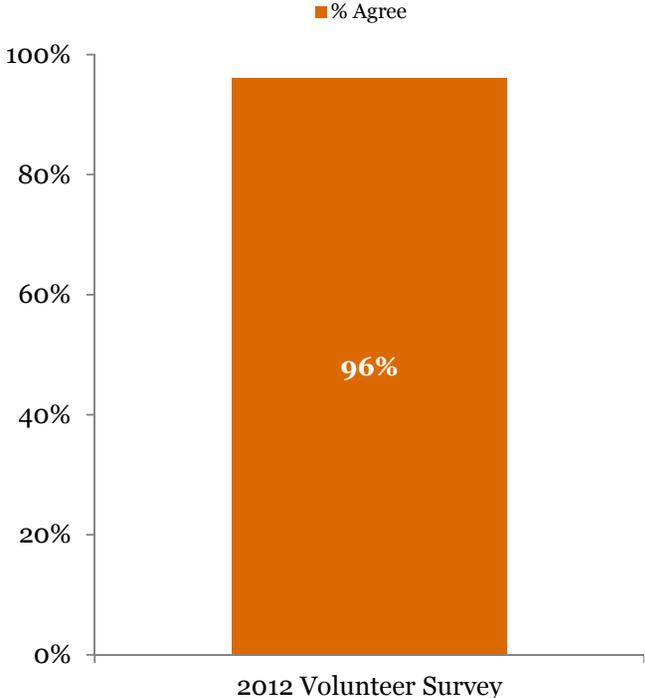
## Results | *Counseling frequency vs. Engagement*

**While 53% of clients have only one session, 77% of clients needed further advice or assistance after their initial session with a SCORE mentor . Only 26% of clients seek mentoring from another organization**

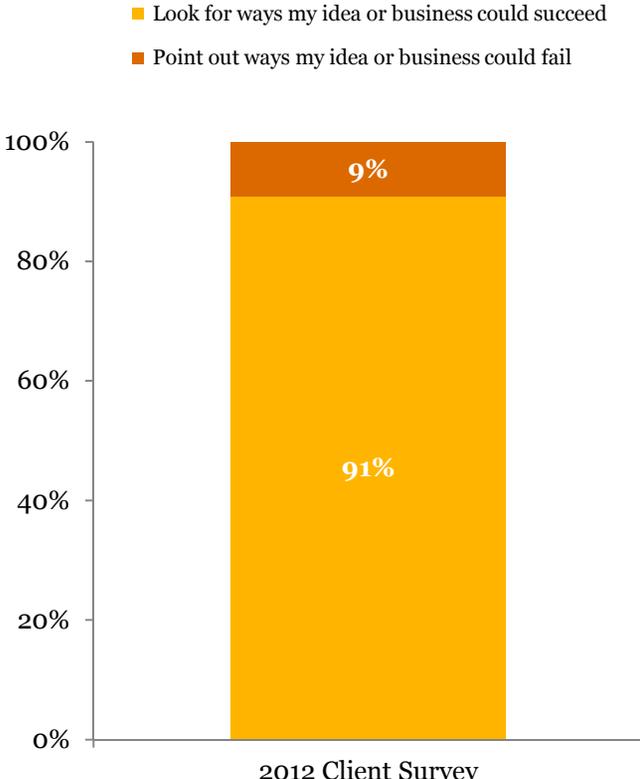


**Results** | *Cross volunteer and client surveys*

As a mentor, preventing an entrepreneur's failure is as important as finding ways for them to succeed



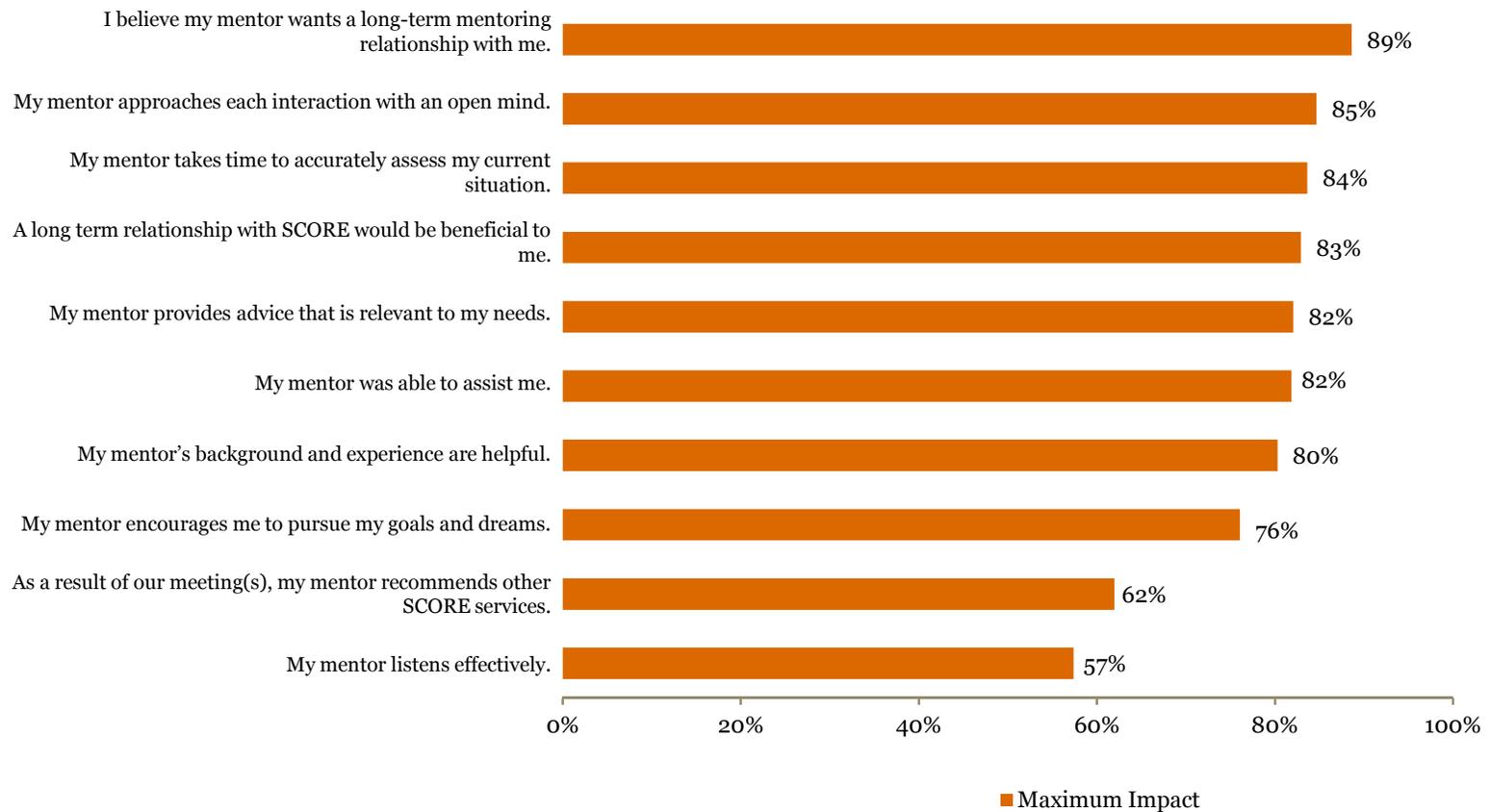
As a client, I feel the primary role of my mentor should be to:



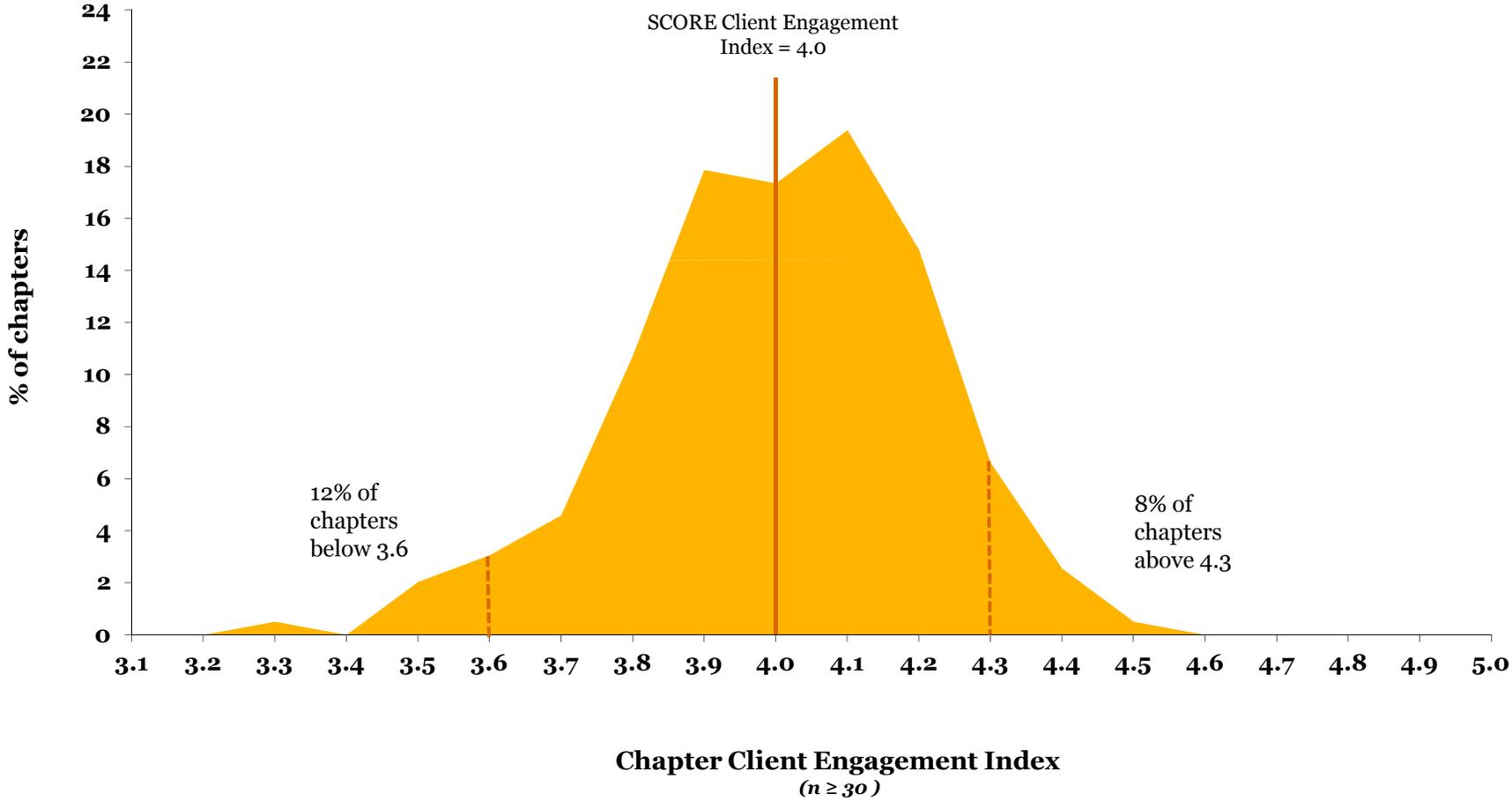
Note: In 2013, volunteer survey item will be identical as 2012 client survey item

## Results | *Client driver impact analysis*

The following service driver were analyzed to determine their impact on engagement, relative to their 2012 scores  
Items with a high maximum impact score should be the main focus in efforts to actively engage clients. They drive engagement, and scores indicate these areas represent the greatest opportunity to make improvements

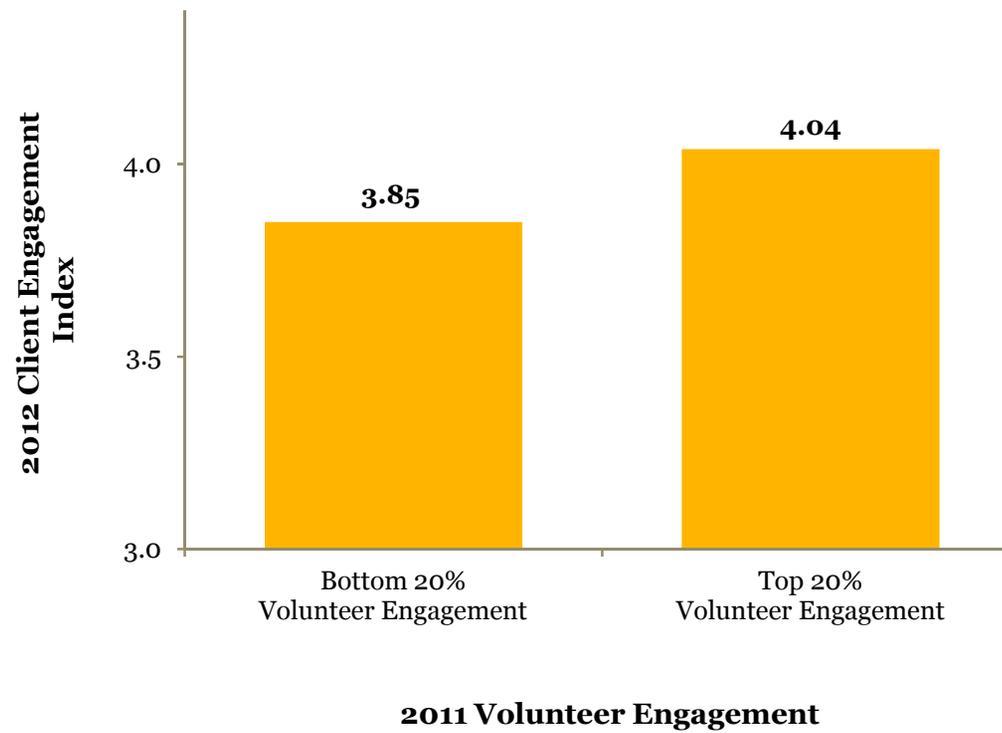


**Results** | *Engagement index distribution by chapter*



## Volunteer & Client Engagement | *Linkage*

**Volunteers with higher engagement deliver greater client engagement**



# Appendix

## **Appendix** | *Client service drivers methodology*

The client driver analysis controlled for a number of factors, listed below

The majority of these factors were respondent-provided, and outliers were removed

<b>Control factors</b>	
Session count (SCORE provided)	Race
Total counseling hours (SCORE provided)	Number of years in business
Gender	Full time employees
Veteran Status	Part time employees
Age	Annual gross revenue

In order to determine maximum impact, each client driver was included in a multivariate model (with the control factors) to measure their individual impacts on engagement

These scores were then associated with the item ratings, and the variance observed (i.e., the amount of improvement possible) to determine the maximum impact on engagement

## Appendix | Survey results by item

Item Plot #	Item Text	Agree	Neutral	Disagree
1*	I would recommend SCORE to friends or associates	80%	10%	9%
2*	Based on my experience, I would return to SCORE if I needed further support	79%	9%	12%
3*	SCORE is truly client-oriented	75%	15%	10%
4*	SCORE is a name I can always trust	73%	18%	10%
5*	SCORE is important to my success	59%	25%	16%
6	My mentor was able to assist me	74%	11%	15%
7	My mentor provides advice that is relevant to my needs	74%	13%	13%
8	My mentor takes time to accurately assess my current situation	75%	13%	12%
9	A long term relationship with SCORE would be beneficial to me	71%	18%	10%
10	My mentor approaches each interaction with an open mind	77%	13%	11%
11	My mentor listens effectively	80%	11%	9%
12	My mentor's background and experience are helpful	74%	15%	11%
13	Working with SCORE helped me start my business	64%	16%	20%
14	As a result of working with SCORE, I have changed my business strategies or practices	57%	24%	20%
15	Working with SCORE helped me grow my business revenue	51%	27%	22%
16	My mentor encourages me to pursue my goals and dreams	73%	16%	11%
17	I believe my mentor wants a long-term mentoring relationship with me	50%	28%	22%
18	As a result of our meeting(s), my mentor recommends other SCORE services	61%	21%	18%
19	Working with SCORE helped me add employees in the past year	37%	31%	32%
20	SCORE's ability to provide education through its partners and sponsors is important to me	72%	21%	6%
21	The workshop(s) was valuable	88%	8%	4%
22	SCORE provides valuable tools on its website	71%	25%	4%
23	I frequently use the tools available on SCORE's website	25%	40%	35%
24	Attending the workshop(s) compelled me to seek counseling from a SCORE mentor	58%	23%	19%
25	Visiting/using SCORE's website compelled me to seek counseling from a SCORE mentor	52%	25%	22%

<sup>1</sup> Engagement index item

## Appendix | Survey results by item

Item Text	% Select
<b>When 1st sought mentoring from SCORE, were you:</b>	
Just considering a business idea	30%
In the process of starting a business	35%
Already in business	34%
<b>When 1st sought mentoring from SCORE, you were:</b>	
Self-employed	40%
Working full time for another company or organization	27%
Working part time for another company or organization	9%
Unemployed	22%
In the military	1%
A student	2%
<b>Last yr, interacted dir. with someone from SCORE?</b>	
Once	30%
Twice	20%
3-5 times	30%
6-10 times	12%
more than 10 times	8%
<b>What is the primary way you interact with SCORE?</b>	
In person/face-to-face	63%
Over the phone	9%
By Email	17%
Attending workshops	9%
Online learning/training	1%
Skype or Video chat	0%
<b>Are you currently in business?</b>	
Yes	66%
No	34%
<b>How long have you been in business?</b>	
Less than one year	33%
More than one year	68%
<b>Did you add any employees in the past year?</b>	
Yes	23%
No	77%

Item Text	% Select
<b>Did your bus. experience revenue growth last year?</b>	
Yes	54%
No	46%
<b>Did you start a new business in 2012?</b>	
Yes	26%
No	74%
<b>Following my initial session with a SCORE mentor, I needed further advice or assistance</b>	
Yes	77%
No	23%
<b>Sought mentoring from another org. since SCORE:</b>	
Yes	26%
No	74%
<b>As a client, the primary role of my mentor should be:</b>	
To point out ways my idea or business could fail	9%
To actively look for ways my idea or business could succeed	91%
<b>Have you visited SCORE's website, www.score.org?</b>	
Yes	77%
No	23%
<b>Have you viewed an online workshop or webinar?</b>	
Yes	24%
No	76%
<b>Have you attended a SCORE workshop?</b>	
Yes	30%
No	70%
<b>What type of workshop have you attended?</b>	
Single workshop	64%
Day long workshops	17%
Workshop Series	19%

## Appendix | Survey results by item

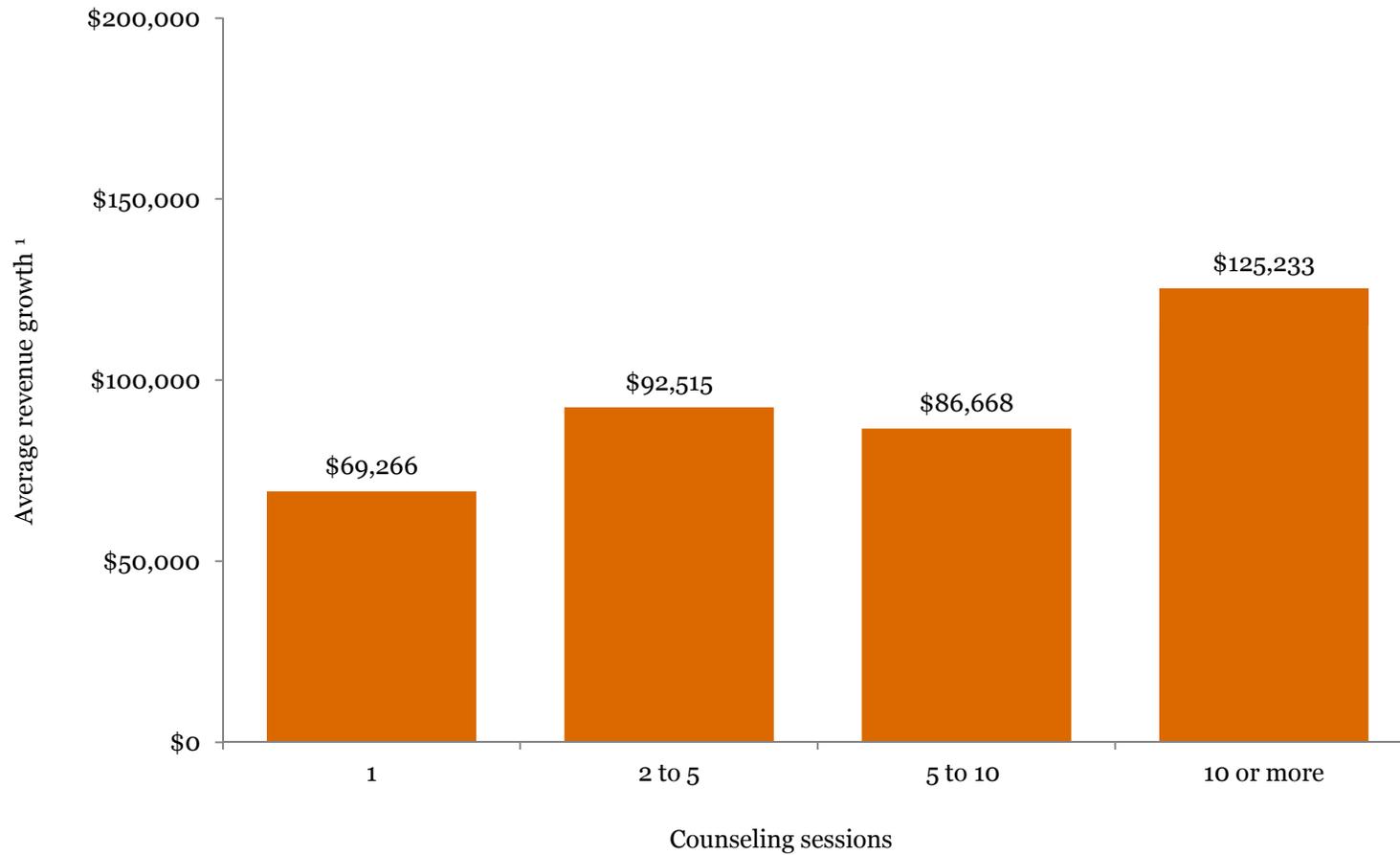
Item Text	% Selected
<b>How did you first hear about SCORE?</b>	
SCORE Advertising	12%
Attended a SCORE workshop	4%
Referred by another SCORE client	10%
Referred by the Small Business Administration	21%
Referred by a lending institution	3%
Internet search	17%
Referred by local Chamber of Commerce	7%
Referred by friends or family	25%
<b>Do you use an email marketing system in your business?</b>	
Yes	40%
No	60%
<b>I have utilized the services of one of SCORE's partners or sponsors</b>	
Yes	26%
No	74%
<b>I prefer to learn:</b>	
In an in-person environment	81%
On-line	19%

Client Status when first sought counseling with SCORE	N	2012 % of Respondent Population	2011 % of Respondent Population
Self-employed	4,893	40%	53%
Working full time for another company or organization	3,364	27%	23%
Working part time for another company or organization	1,078	9%	6%
Unemployed	2,654	22%	16%
In the military	86	1%	1%
A student	247	2%	2%

## Appendix | Demographic overview

Gender		Male	Female					
		47%	53%					
Education		High School/ Voc/Some Col.	College and above					
		31%	69%					
Age								
	18 to 24	25 to 34	35 to 44	45 to 54	55 to 64	65 to 74	75 +	
	1%	7%	13%	22%	30%	25%	1%	
Race		White	Black/ Af Am	Hispanic	Native Am	Asian	Hawaiian/ Pac Isl	Other
		68%	14%	5%	1%	4%	0%	1%
Veteran status		Non Veteran	Veteran	Service Disabled Vet.	Reservist	Natl. Guard Member		
		87%	10%	3%	0%	0%		

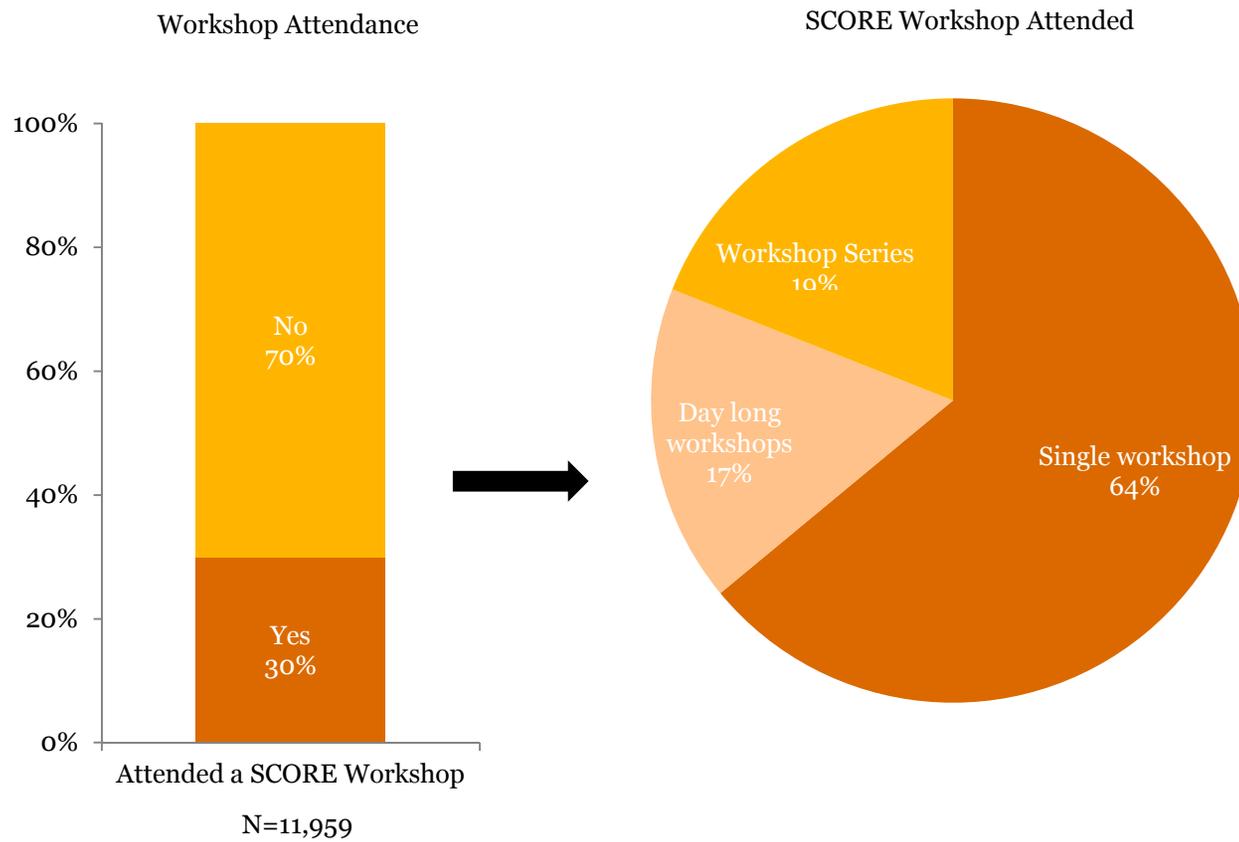
## Appendix | Counseling vs. Revenue growth<sup>1</sup>



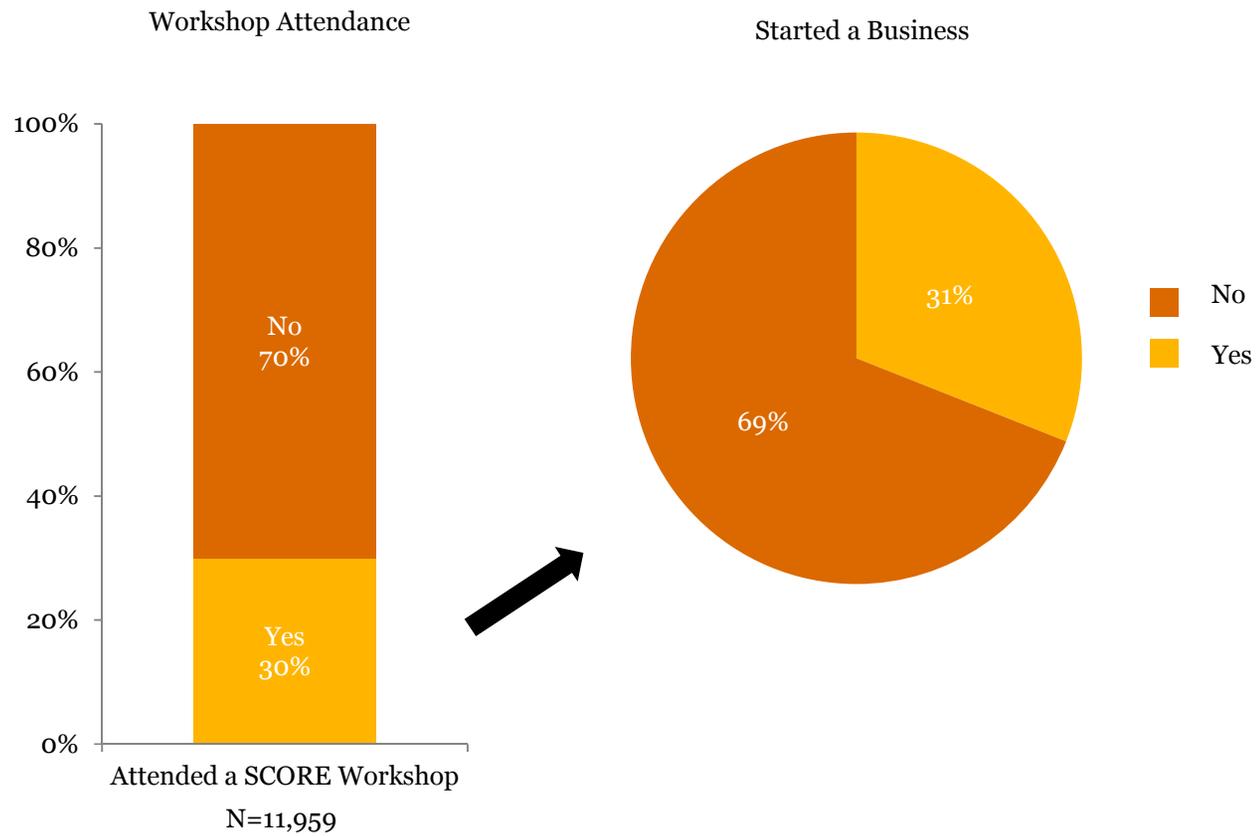
<sup>1</sup> Average revenue growth calculation excludes outliers noted in Methodology, p .4

## Appendix | Attendance by workshop type

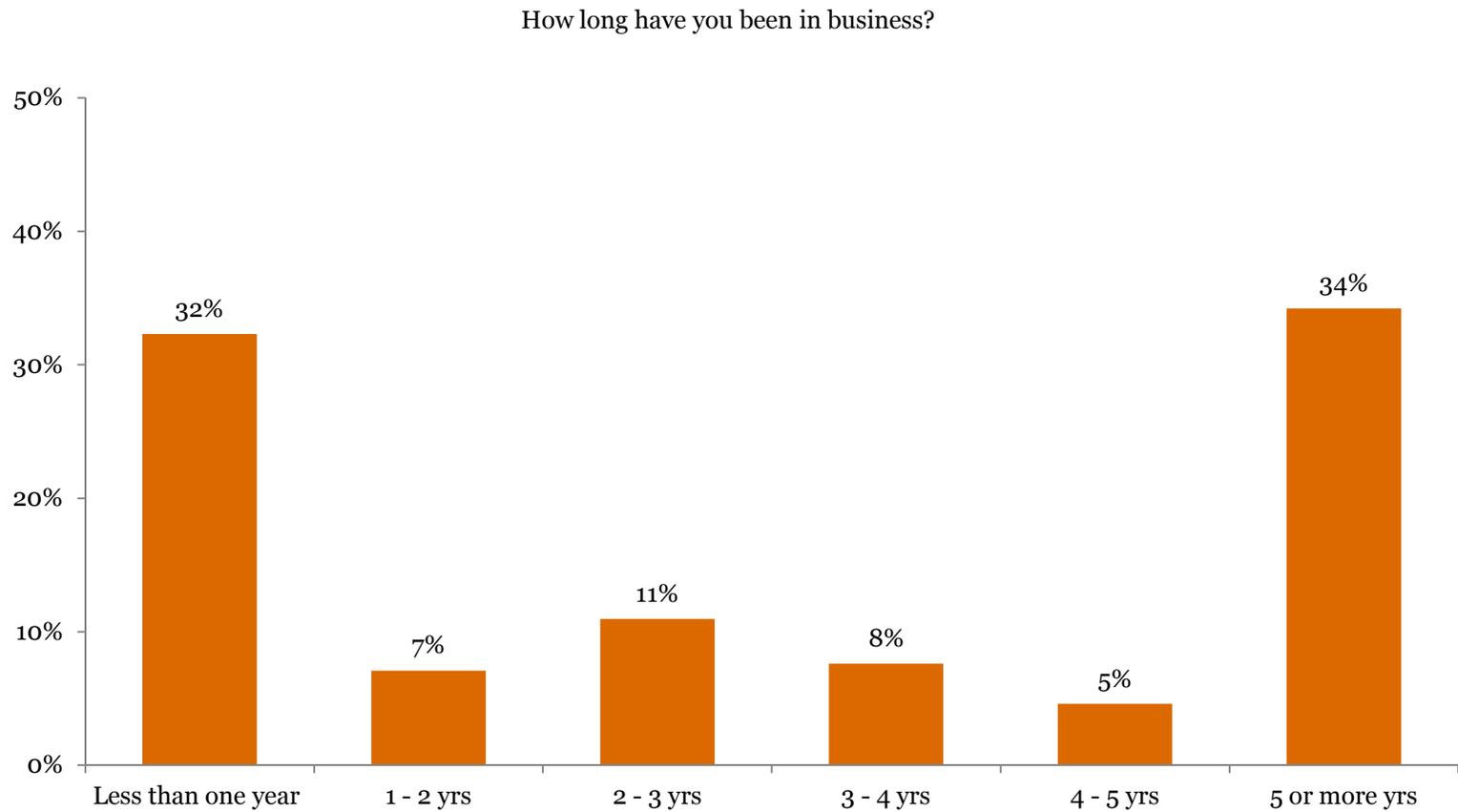
- 30% of SCORE clients have attended a SCORE workshop.



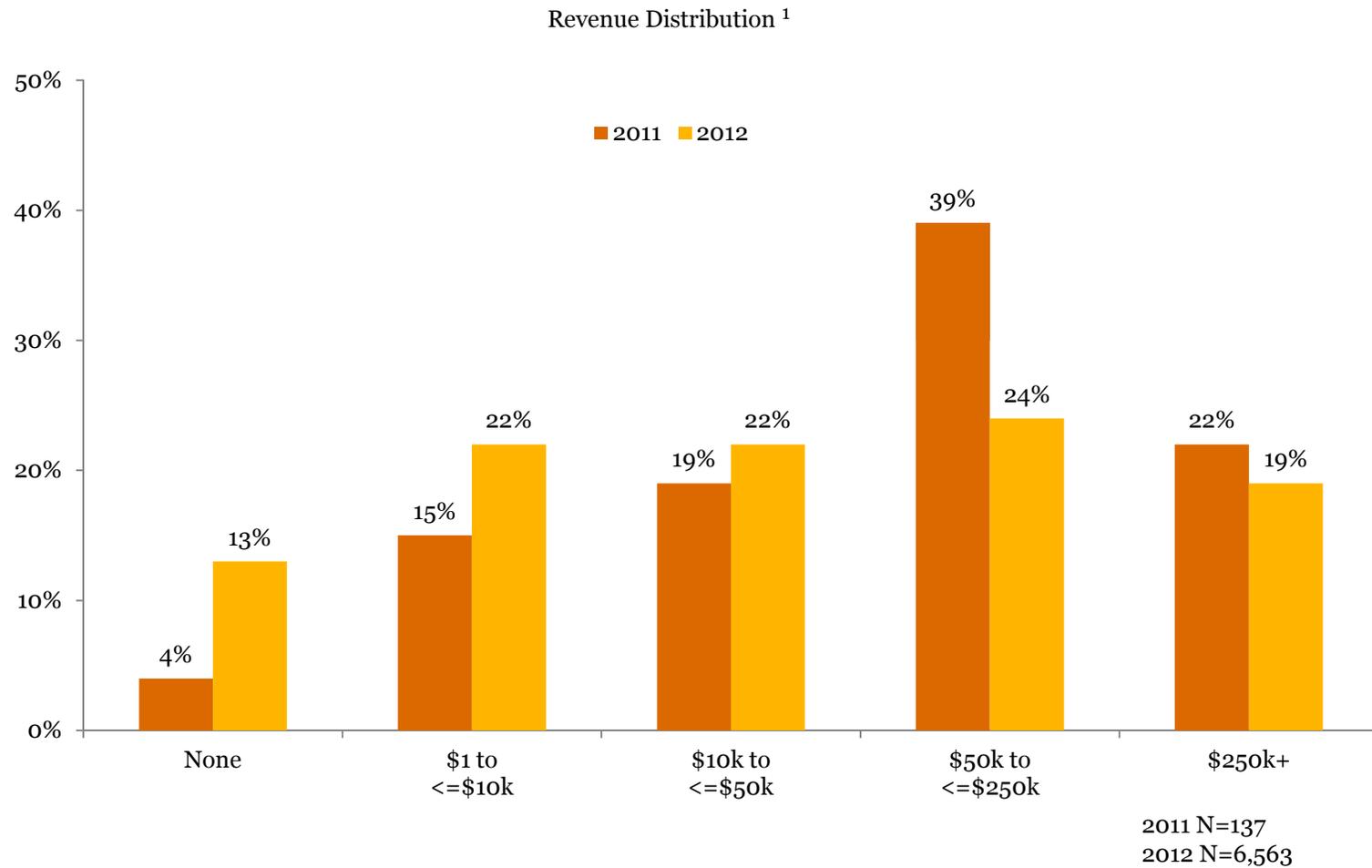
## Appendix | Workshops and started Business



## Appendix | *In business-how long?*



## Appendix | *In-business, annual revenue<sup>1</sup> distribution*



<sup>1</sup> Average revenue calculation excludes outliers noted in Methodology, p .4

## Appendix | Demographic -Gender

Attribution	Male	Female
<b>Percentage of respondents</b>	<b>47%</b>	<b>53%</b>
As a result of working with SCORE, I have changed my business strategies or practices	56%	59%
Working with SCORE helped me add employees in the past year	40%	37%
Working with SCORE helped me grow my business revenue	51%	53%
Working with SCORE helped me start my business	63%	67%

Client Engagement Index	Male	Female
I would recommend SCORE to friends or associates	81%	83%
Based on my experience, I would return to SCORE if I needed further support	79%	80%
SCORE is truly client-oriented	76%	77%
SCORE is a name I can always trust	74%	75%
SCORE is important to my success	58%	62%
<b>Client Engagement Index</b>	<b>3.99</b>	<b>4.08</b>

## Appendix | Demographic-Veteran

Attribution	Non-Veteran	Veteran	Service Disbl Vet.	Reservist	Natl. Guard Member
<b>Percentage of respondents</b>	<b>87%</b>	<b>10%</b>	<b>3%</b>	<b>0%</b>	<b>0%</b>
As a result of working with SCORE, I have changed my business strategies or practices	59%	54%	50%	66%	45%
Working with SCORE helped me add employees in the past year	38%	45%	33%	33%	40%
Working with SCORE helped me grow my business revenue	53%	52%	41%	58%	50%
Working with SCORE helped me start my business	66%	60%	54%	79%	67%

Client Engagement Index	Non-Veteran	Veteran	Service Disbl Vet.	Reservist	Natl. Guard Member
I would recommend SCORE to friends or associates	82%	79%	79%	76%	71%
Based on my experience, I would return to SCORE if I needed further support	80%	76%	75%	76%	79%
SCORE is truly client-oriented	77%	73%	72%	69%	79%
SCORE is a name I can always trust	75%	72%	70%	75%	71%
SCORE is important to my success	61%	57%	59%	61%	46%
<b>Client Engagement Index</b>	<b>4.05</b>	<b>3.96</b>	<b>3.95</b>	<b>3.99</b>	<b>3.94</b>

## Appendix | Demographic-Age

Attribution	18 to 24	25 to 34	35 to 44	45 to 54	55 to 64	65 to 74	75 or older
<b>Percentage of respondents</b>	<b>1%</b>	<b>7%</b>	<b>13%</b>	<b>22%</b>	<b>30%</b>	<b>25%</b>	<b>1%</b>
As a result of working with SCORE, I have changed my business strategies or practices	68%	56%	58%	57%	59%	58%	60%
Working with SCORE helped me add employees in the past year	17%	40%	38%	39%	39%	36%	25%
Working with SCORE helped me grow my business revenue	63%	49%	52%	53%	53%	50%	44%
Working with SCORE helped me start my business	76%	69%	62%	64%	68%	68%	58%

Client Engagement Index	18 to 24	25 to 34	35 to 44	45 to 54	55 to 64	65 to 74	75 or older
I would recommend SCORE to friends or associates	89%	81%	81%	81%	82%	83%	84%
Based on my experience, I would return to SCORE if I needed further support	81%	80%	80%	80%	80%	80%	79%
SCORE is truly client-oriented	83%	75%	76%	76%	78%	77%	78%
SCORE is a name I can always trust	77%	74%	74%	75%	74%	76%	77%
SCORE is important to my success	58%	59%	61%	61%	59%	59%	54%
<b>Client Engagement Index</b>	<b>4.12</b>	<b>4.03</b>	<b>4.01</b>	<b>4.04</b>	<b>4.04</b>	<b>4.05</b>	<b>4.02</b>

## Appendix | Demographic-Education

Attribution	No high school diploma	Some college	Trade/Tec /Voc. Training	College graduate	Some post graduate work	Post graduate degree
<b>Percentage of respondents</b>	<b>1%</b>	<b>21%</b>	<b>9%</b>	<b>34%</b>	<b>9%</b>	<b>26%</b>
As a result of working with SCORE, I have changed my business strategies or practices	63%	57%	57%	57%	60%	59%
Working with SCORE helped me add employees in the past year	29%	37%	34%	38%	37%	41%
Working with SCORE helped me grow my business revenue	70%	54%	55%	52%	49%	50%
Working with SCORE helped me start my business	57%	63%	63%	65%	64%	67%

Client Engagement Index	No high school diploma	Some college	Trade/Tec /Voc. Training	College graduate	Some post graduate work	Post graduate degree
I would recommend SCORE to friends or associates	79%	81%	80%	81%	82%	82%
Based on my experience, I would return to SCORE if I needed further support	80%	80%	78%	80%	80%	80%
SCORE is truly client-oriented	79%	76%	76%	76%	76%	77%
SCORE is a name I can always trust	78%	75%	74%	75%	74%	73%
SCORE is important to my success	67%	62%	61%	59%	60%	59%
<b>Client Engagement Index</b>	<b>4.10</b>	<b>4.05</b>	<b>4.02</b>	<b>4.03</b>	<b>4.03</b>	<b>4.02</b>

## Appendix | Demographic-Race

Attribution	White	Black or African American	Of Hispanic origin or descent	American Indian or Alaska Native	Asian	Native Hawaiian or other Pacific Islander	Some other race
<b>Percentage of respondents*</b>	<b>68%</b>	<b>14%</b>	<b>5%</b>	<b>1%</b>	<b>4%</b>	<b>0%</b>	<b>1%</b>
As a result of working with SCORE, I have changed my business strategies or practices	59%	55%	56%	65%	57%	67%	56%
Working with SCORE helped me add employees in the past year	39%	38%	47%	44%	45%	50%	26%
Working with SCORE helped me grow my business revenue	53%	52%	58%	48%	61%	33%	53%
Working with SCORE helped me start my business	68%	57%	63%	59%	69%	58%	69%

Client Engagement Index	White	Black or African American	Of Hispanic origin or descent	American Indian or Alaska Native	Asian	Native Hawaiian or other Pacific Islander	Some other race
I would recommend SCORE to friends or associates	82%	81%	82%	79%	87%	89%	75%
Based on my experience, I would return to SCORE if I needed further support	80%	80%	83%	73%	87%	91%	72%
SCORE is truly client-oriented	77%	74%	76%	71%	81%	73%	71%
SCORE is a name I can always trust	75%	72%	77%	67%	83%	82%	66%
SCORE is important to my success	60%	62%	64%	58%	69%	67%	54%
<b>Client Engagement Index</b>	<b>4.05</b>	<b>4.01</b>	<b>4.10</b>	<b>3.91</b>	<b>4.22</b>	<b>4.25</b>	<b>3.82</b>

\*Survey respondents were able to choose multiple options for the demographic-race item

## Project Contacts

Nik Shah, Partner – (202) 297-2584/nik.shah@us.pwc.com

Robert Tate, Director – (408) 817-5896/robert.tate@us.pwc.com

Chris Ippolito, Senior Manager – (703) 918-3264/chris.ippolito@us.pwc.com

Talia Rozensher, Senior Associate – (646) 471-6041/talia.rozensher@us.pwc.com

Krithika Sundar, Experienced Associate – (703) 918-3416/krithika.sundar@us.pwc.com