



ESO REPORT

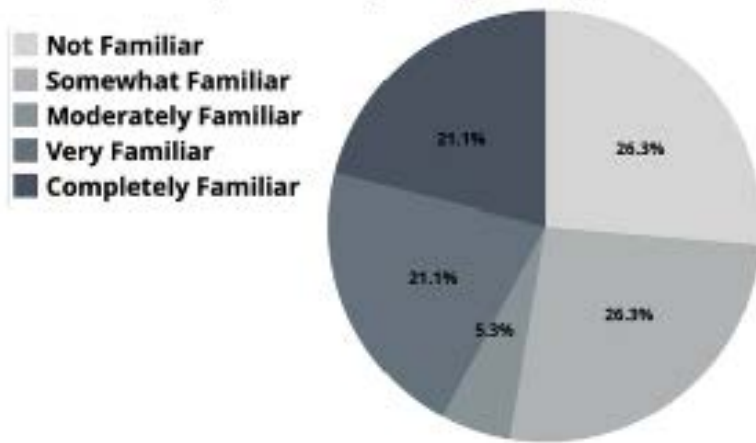
CONFIDENTIAL ORGANIZATION REPORT

Prepared by the Forward Cities
Research and Evaluation Team

RESEARCH

HOW FAMILIAR ARE OTHERS WITH THE SERVICES YOU PROVIDE?

Exhibit 1. ESO familiarity with your organization

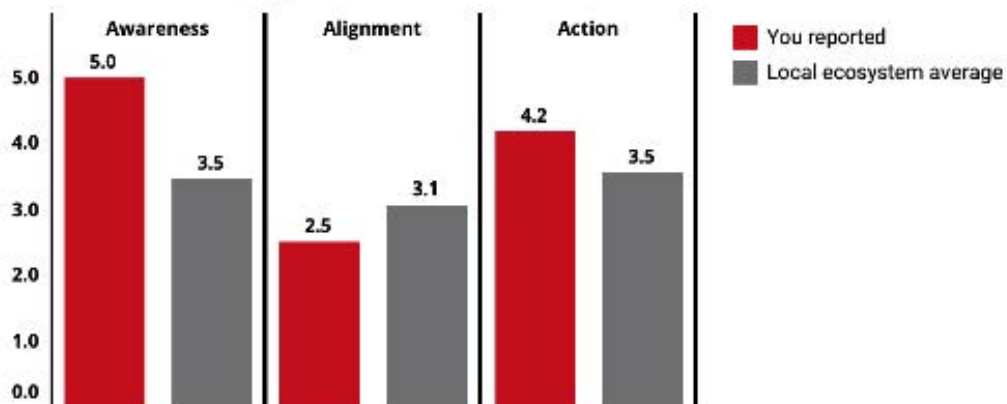


- 47% of organizations surveyed said they were at least “moderately familiar” with your organization.
- You reported moderate familiarity with 21 (66%) organizations.

Perceptions of the Entrepreneurial Support Ecosystem

Using a series of 12 questions (see Appendix. Research Methods), we invited participants to complete a self-assessment of their entrepreneurial ecosystem on three different areas of collaboration: awareness of the resources in the area, alignment of goals across organizations, and action.

Exhibit 2. Awareness, alignment and action



Perceived awareness, alignment, and action of your ecosystem:

- 3.5 on the perceived awareness index (range: 2.0-5.0)
- 3.1 on the perceived alignment index (range: 1.3-5.0)
- 3.5 on the perceived action index (range: 1.9-5.0)

PERCEIVED TRUST AND VALUE BETWEEN ORGANIZATIONS

For organizations which participants were at least moderately familiar, we asked a series of questions about local perceptions of their contributions to the ecosystem. The **trust** index measured participants' perceptions of an organization's reliability, a shared vision of success, and openness to discussion when working with others in the entrepreneurial ecosystem. The **value** index measured participants' perceptions of an organization's power and influence, level of commitment, and resources contributed to the entrepreneurial ecosystem. See Appendix. Research Methods a list of questions included.

Exhibit 3. Average scores received by organization

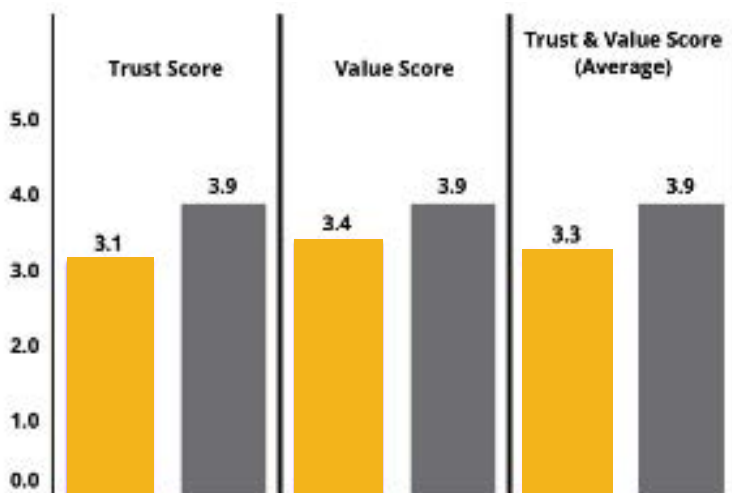


■ Your organization
■ Local ecosystem average

Average and Range of Scores Across Organizations:

- 4.1 on the perceived trust index (range: 2.6-4.7)
- 4.0 on the perceived value index (range: 2.4-4.6)
- 4.1 on the combined index (range: 2.5-4.6)

Exhibit 4. Average scores provided by participants



■ You reported
■ Local ecosystem average

Average and Range of Scores Across Participants:

- 3.9 on the perceived trust index (range: 2.4-5.0)
- 3.9 on the perceived value index (range: 2.4-5.0)
- 3.9 on the combined index (range: 2.4-5.0)

RESEARCH METHODS

A questionnaire for entrepreneur support organizations (ESOs) in Pittsburgh was used to assess connectivity and collaboration within the local entrepreneurial support ecosystem. Two groups of organizations were invited to participate:

- **Primary ESOs:** organizations with a primary goal, and 100% of our efforts, go towards serving small business owners and aspiring entrepreneurs
- **Secondary ESOs:** organizations with a goal of providing provide services to a broad population, but we have 1 or more programs that specifically serve small business owners and aspiring entrepreneurs (e.g., business leadership program)

Ancillary support organizations, defined as organizations providing services to a broad population, but no programs or services tailored for aspiring entrepreneurs or current business owners, were not included. We invited 30 Primary and Secondary ESOs to complete the questionnaire. Of those invited, 67% (n=20) submitted data for analysis. Several participants did not complete the full questionnaire but are included where possible in the analysis.

Survey questions included in each measure

Overall perceptions of the entrepreneurial support ecosystem

Each score ranges 0-5

Awareness Score

1. Please rate your familiarity with the strengths and weaknesses of other organizations providing similar entrepreneurial support services as you do across your city.
2. Please rate your familiarity with the strengths and weaknesses of other organizations providing different entrepreneurial support services than you do across your city.
3. Does your organization keep or contribute to a list, map or inventory of all organizations supporting entrepreneurs in your city?
4. Please rate your familiarity with barriers and roadblocks that aspiring and established entrepreneurs encounter across your city as they start or grow their businesses. Try to answer this question for the total population of entrepreneurs, not only those that you interact with directly.
 - a. Aspiring entrepreneurs
 - b. Established entrepreneurs

Alignment Score

1. How would you describe the level of agreement among all stakeholders in your entrepreneurial ecosystem on the following ideas?
 - a. Shared goals
 - b. How to increase the number of business starts
 - c. How to support existing businesses further their goals
2. How would you describe your entrepreneurial ecosystem (highly fragmented to highly collaborative)?

Action Score

1. How frequently do entrepreneurial support organizations in your city work together to achieve their missions?
2. How often are entrepreneurs involved in the design of programs or services that you are providing?
3. How often are other organizations in your ecosystem referring entrepreneurs to your organization?
4. How often does your organization refer entrepreneurs to other organizations in your ecosystem?
5. How often are entrepreneurial support organizations in your ecosystem jointly pursuing funding opportunities?
6. How regularly are you rigorously evaluating the impact of your organizations' programs or services?

Perceptions of individual entrepreneur support organizations

Each score ranges 0-5

Trust Index

1. How reliable is <Organization 1>? *Reliable: This organization is reliable in terms of following through on commitments.*
2. To what extent does <Organization 1> share a vision of collaboration with other organizations in the entrepreneurial ecosystem in <city>? *Shared vision: this organization shares a common vision of the end goal of what working together should accomplish.*
3. How open to discussion is the <Organization 1>? *Open to discussion: this organization is willing to engage in frank, open and civil discussion (especially when disagreement exists). The organization is willing to consider a variety of viewpoints and talk together (rather than at each other). You are able to communicate with this organization in an open, trusting manner.*

Value Index

1. To what extent does <Organization 1> have power and influence to impact the entrepreneurial ecosystem in <City>? *Power/Influence: The organization holds a prominent position in the ecosystem by being powerful, having influence, success as a change agent, and showing leadership.*
2. What is <Organization 1> level of involvement in the entrepreneurial ecosystem in <City>? *Level of Involvement: The organization is strongly committed and active in the ecosystem and gets things done.*
3. To what extent does <Organization 1> contribute resources to the entrepreneurial ecosystem in <City>? *Contributing Resources: The organization brings resources to the ecosystem like funding, information, or other resources.*