PERFORMANCE & IMPACT ANALYTICS

WHY DOES PERFORMANCE & IMPACT ANALYTICS MATTER TO BUSINESSES?

"Defining and tracking data to measure impact and improvement opportunities is typically an afterthought."
- Timeka Smith

RATIONALE

Many organizations have strong programs and initiatives. The challenge most organization face is demonstrating the value to their programs as well as the impact. In many instances, during grant or award seasons, investors and other opportunities for exposure, funding, attraction or retention prompt companies to consider the data. However, it's an afterthought. But, it's not too late.

C-Level leaders and Executive Directors have been running programs for years with only a few Excel spreadsheets and testimonials to tell the entire story of impact. While helpful, spreadsheets and testimonials hold little information to help leaders and stakeholders make decisions and demonstrate value within their respective industry.

Perrynorm Analytics partners with organizations that are impacting their communities but aren't as data savvy. Our proprietary applied framework demonstrates your impact through four key steps:
- learning your organization
- gathering data
- unlocking its meaning
- demonstrating the effectiveness of your work

With in-depth data collection and rigorous analysis your organization can demonstrate its impact to all stakeholders and strategic partners.

SUMMARY

In this report we demonstrate the partial output from our framework with a nonprofit client running a program for several years that coached budding entrepreneurs. Their program had graduated several cohorts of participants and needed the following insights to share with their Board and other key stakeholders:
- what's the completion rate?
- how well is their business doing post program?
- the effectiveness and mastery of facilitators?
- what new programs should the organization develop?

"I believe your data has a story, and it's your greatest missing asset."
-Timeka Smith

Timeka Smith has nearly 10 years of experience in the data analytics and business intelligence space. She has impacted multiple Fortune 500 companies through descriptive analytics, predictive analytics and data mining.

Desiring to see smaller organizations make data-driven decisions Timeka formed Perrynorm Analytic with the mission to deliver the same Fortune 500 analytical horsepower to small businesses and nonprofits.

Timeka is a co-founder and the in-house Data Scientist of The Ellevate Collective. The Ellevate Collective is a premier learning and leadership development firm advancing the leadership of women and women of color through cohort style experiences and consulting on diversity, equity and inclusion.

Timeka received her B.S. in Mathematics from the illustrious Howard University and is Graduate candidate for M.S. Analytics at the Georgia Institute of Technology.

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PHASE 1: Overview
4 WEEKS

PROBLEM DEFINITION

- not all participants complete the program
- no performance metrics on facilitators
- no messaging on success of the program
- don't know long term impact on alumni
- don't know current services needed for alumni

OBJECTIVES & SCOPE

- demonstrate if retention rate is trending up, trending down or flat
- aggregate key metrics by facilitators to rank facilitators
- measure the impact of the program on alumni
- draft relevant services for alumni

METHODOLOGY

Surveys

DEFINE PROGRAM OUTCOMES

- Retail planning and execution
- Hiring your first employee
- Scaling your business
- Traditional and digital marketing
- Writing your 10 year business plan

"The problem statement stage is the first and **most important step** of solving your analytics problem. It can **make or break the entire project.**"

Phase 2: Data Preparation
3 WEEKS

"Complete data preparation includes identifying data and clearly defining data attributes."

In this stage it is not just good to identify data, but also gain clear definitions for all data attributes. If all parties are clear on definitions there will be no ambiguity or misrepresentations when presenting the analysis.

Data Attributes	Availability	Source
Demographics: gender, age, industry, etc.	Available: Applications and intake form	• Client • *Perrynorm Analytics
Business data: retail location indicator, years in business, staff levels, revenue, etc.	Available: Intake forms and surveys	• Client • Perrynorm Analytics
Program data: NPS, retention, strengths and opportunities, ratings and rankings of modules and facilitators, facilitator info, etc.	Available: Surveys Not Available: Facilitator info on intake forms	• Perrynorm Analytics • *Client

Phase 3: Data Collection & Survey Administration

5 WEEKS

lAfter fully defining scope of project and collecting pre-requisite data, a custom survey (and other methods if necessary) is distributed to the alumni. Ideally 64% of all participants should be represented.

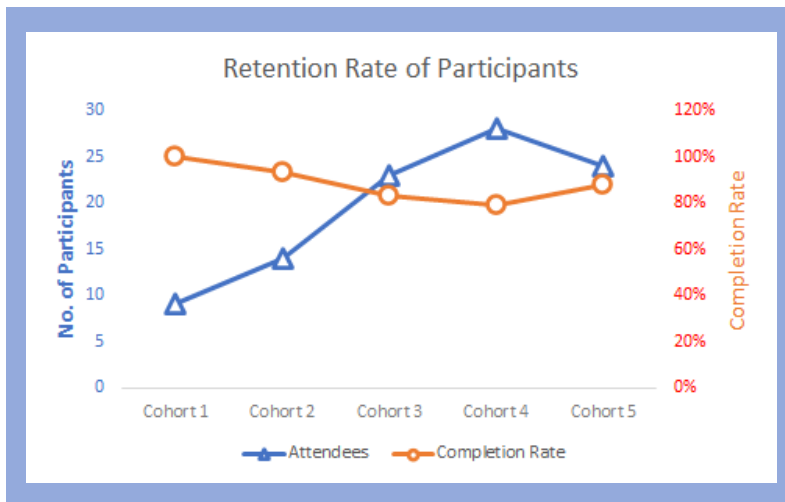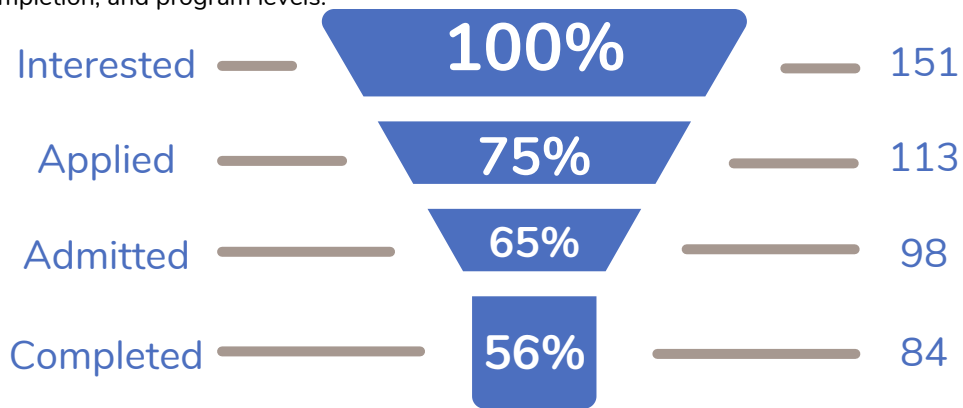|	Attendees	Responded	% Responded
Cohort 1	9	5	56%
Cohort 2	13	9	69%
Cohort 3	19	15	79%
Cohort 4	22	18	82%
Cohort 5	21	19	91%
Total	84	66	79%

All cohorts since induction are **represented** with feedback from 79% of all participants.
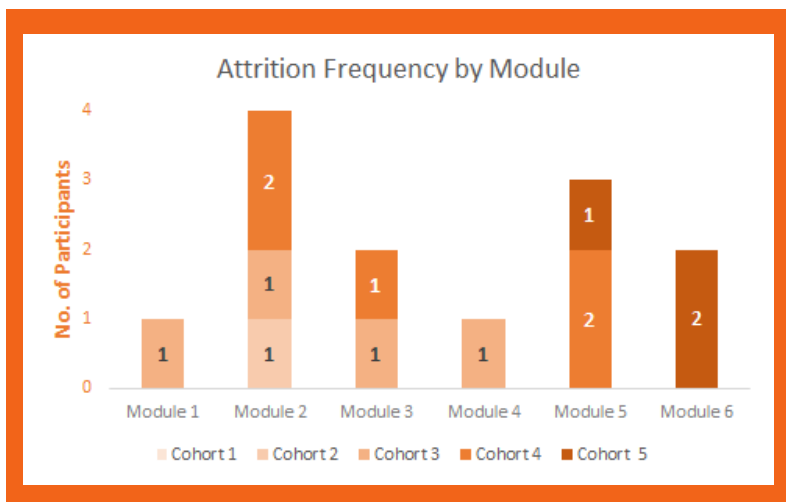
Phase 4: Analysis

4 WEEKS

Retention rates at all stages of interacting with the program are crucial in identifying opportunities for better customer experience and curriculum development. In this exercise retention was evaluated at the admission, completion, and program levels.

Interested	—	**100%**	—	151
Applied	—	**75%**	—	113
Admitted	—	**65%**	—	98
Completed	—	**56%**	—	84

Retention Rate of Participants

As the total participants increased with each cohort, completion rates decreased.

Attrition Frequency by Module

Participant attrition most frequently occurs in the 2nd and 5th module of the program.
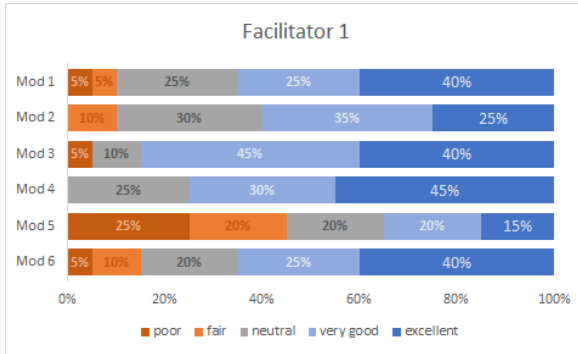
Phase 4: Analysis – Facilitators

Until this experience the only available data for assessment on facilitators existed through end-of-program feedback comments. In gathering detailed feedback through our surveys, all facilitators received a Net Promoter Score (NPS) and were evaluated on their expertise in each module.
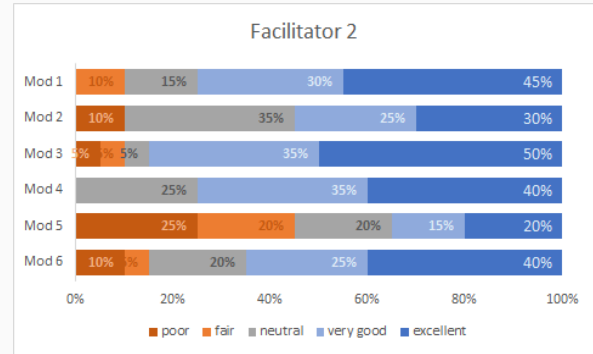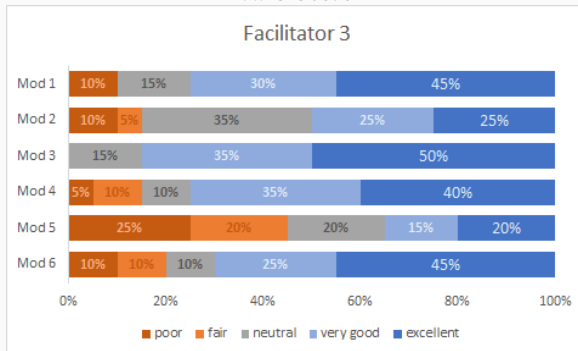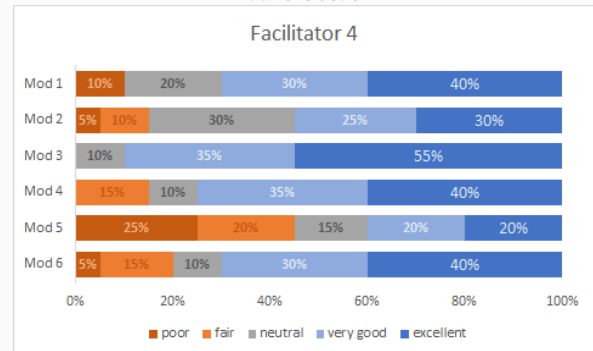
5 WEEKS

88
NPS Score

Facilitator 1

	poor	fair	neutral	very good	excellent
Mod 1	5%	5%	25%	25%	40%
Mod 2		10%	30%	35%	25%
Mod 3	5%	10%		45%	40%
Mod 4			25%	30%	45%
Mod 5	25%	20%	20%	20%	15%
Mod 6	5%	10%	20%	25%	40%

95
NPS Score

Facilitator 2

	poor	fair	neutral	very good	excellent
Mod 1		10%	15%	30%	45%
Mod 2		10%	35%	25%	30%
Mod 3	5%	5%	5%	35%	50%
Mod 4			25%	35%	40%
Mod 5	25%	20%	20%	15%	20%
Mod 6	10%	5%	20%	25%	40%

79
NPS Score

Facilitator 3

	poor	fair	neutral	very good	excellent
Mod 1		10%	15%	30%	45%
Mod 2	10%	5%	35%	25%	25%
Mod 3			15%	35%	50%
Mod 4	5%	10%	10%	35%	40%
Mod 5	25%	20%	20%	15%	20%
Mod 6	10%	10%	10%	25%	45%

74
NPS Score

Facilitator 4

	poor	fair	neutral	very good	excellent
Mod 1		10%	20%	30%	40%
Mod 2	5%	10%	30%	25%	30%
Mod 3		10%	35%		55%
Mod 4	15%	10%	35%		40%
Mod 5	25%	20%	15%	20%	20%
Mod 6	5%	15%	10%	30%	40%

83
NPS Score

Facilitator 5

	poor	fair	neutral	very good	excellent
Mod 1	10%	5%	20%	25%	40%
Mod 2	5%	10%	15%	35%	35%
Mod 3			10%	35%	55%
Mod 4		15%	10%	25%	50%
Mod 5	25%	20%	15%	20%	20%
Mod 6	5%	15%	10%	30%	40%

89%
of responders rated facilitators **competent or greater** on **all five modules** of the accelerator program.

After establishing the key objectives and outcomes of the program, associated metrics are defined. From those metrics survey questions are adapted to ensure data is gathered to measure performance pre- and post-completion of the program.
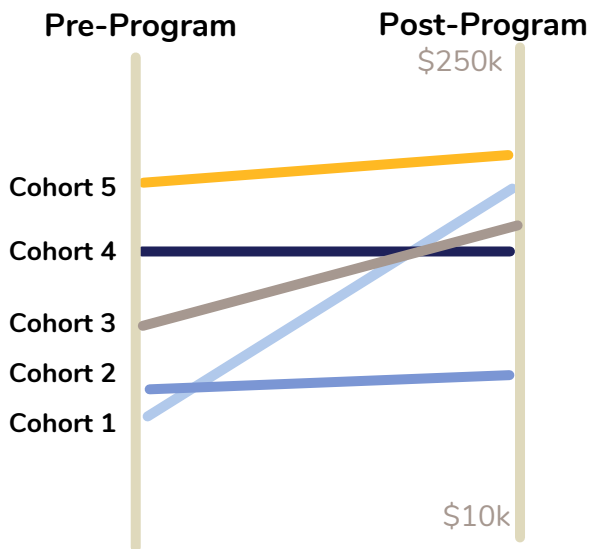
75%
still operating

13 of the 17 closed operations **prior to the pandemic**.

While direct correlation can not be confirmed, graduates of the program have proven to be resilient through normal and abnormal economies.
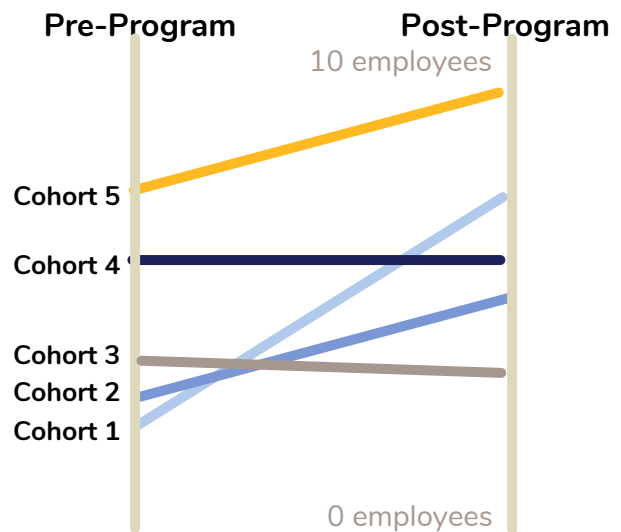
Revenue

Pre-Program   Post-Program
$250k

Cohort 5
Cohort 4
Cohort 3
Cohort 2
Cohort 1

$10k

3 of 5 cohorts have on average realized an overall **increase in revenue**.

Staffing

Pre-Program   Post-Program
10 employees

Cohort 5
Cohort 4
Cohort 3
Cohort 2
Cohort 1

0 employees

3 of 5 cohorts have nearly **doubled** their staffing levels.

Phase 4: Analysis – Current State Needs

Performance goals are a good way to monitor and measure progress. Reporting performance can include details such as indicators identified, data collected and SDG-related activities accomplished. Clear and concrete performance goals make it easier to generate relevant, consistent and comparable data over time, in formats that your audience can understand and appreciate.

	Completed	Desired
Professional Associations	15%	10%
Trainings/Workshops	8%	35%
Certifications	3%	9%
Higher Education	0%	24%
Mentoring/Coaching	24%	68%
Networking	38%	74%

The top 3 resources Alumni list are: Networking, Mentoring/Coaching and Trainings/Workshops. Of the training/workshops desired the most frequent topics listed are:

mental resilience

- maintaining performance in challenges
- overcoming low morale
- managing stress

workforce culture

- I want staff to take more ownership
- high turnover in my business
- understanding others of diverse backgrounds

contract negotiation

- I don't know how to negotiate
- I want better terms with vendors
- Need and attorney to review contracts

RESULTS

After completing this analysis, this client had a concise story to share with their board and key stakeholders. In addition to sharing the wins and suggestions for new programming, this client followed up to establish new processes of capturing data to track their metrics and went on to win a notable award within their industry.

Are you ready to use Performance & Impact Analytics to help your organization tell a story of impact and value?

Contact

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