

# Memo

**To:** Director – U.S. Small Business Administration

**From:** Olivia Curreri

**Re:** Preliminary Evaluation – OYF Entrepreneurship Training

## Summary

- Too little women own their own businesses.
- American women may struggle to own their own businesses because there is a lack of specialized training for women entrepreneurs.
- The Small Business Administration (SBA) seeks to support small businesses through a variety of policy solutions.
- One solution is the Own-Your-Future (OYF) program which is a nine-month certificate program for aspiring female entrepreneurs to encourage them to start their own businesses.
- Because OYF is not hitting its throughput rate target, I recommend the new director includes additional customer service training so OYF personnel can engage with applicants earlier in the process to help applicants understand whether they are a good fit for OYF, should seek out other opportunities, or consider further developing their business ideas, personal vision, or professional experiences before applying to OYF.
- Additionally, because OYF is not hitting its target conversion rate, I recommend the new director includes text message reminders to ensure applicants file all the relevant forms as part of confirming their enrollment to prevent situations where applicants who otherwise want to participate in OYF are disqualified simply because of preventable customer errors that drive down conversion rates.

## OYF Entrepreneurship Training

### *Goal*

Reduce the problem via utilization reduce the gender gap in entrepreneurship. by using the appropriate services.

### *Tool*

Capacity building- provide women with specialized entrepreneurship training so they can gain the skills and services needed to start their own business

### *Target*

Women from New York and New Jersey

### *Theory of Change*

If the Small Business Administration (SBA) offers the Own-Your-Future (OYF) program then women from New York and New Jersey will utilize the program to gain specialized entrepreneurship training and certification and open businesses, and the problem of the gender gap in entrepreneurship will reduce.

## **Customer Journey, Administrative Burden, & Street-Level Bureaucracy**

### *Customer Journey*

**Length:** Time – in aggregate, and per step – to solicit women’s interest, prepare application, wait for 2 weeks for acceptance, enroll in program, attend day-long orientation, attend weekly classes over a given nine month period, students take three courses – each running for three months – to earn a certificate.

**Interactions:** applicant interacts with university point-of-contact (POC) for application questions, the program POC, faculty instructors, and their new classmates, , university leadership, and interested investors

### **Pain Points – Sources of Administrative Burden**

There are many steps that students must go through to get accepted and then complete the program, making it difficult for one to successfully complete program.

### *Administrative Burden*

#### **Learning Costs**

Figuring out how to go through and successfully complete the process of assembling application, submitting it, answering questions, etc.; difficulty of navigation

#### **Compliance Costs**

Putting in the work necessary to complete each step in the process, and surmounting the challenges of this work; difficulty of effort

#### **Psychic Costs**

Stress associated with completing the process, as well as the rigor of the program and ability to manage studies while working job; difficulty of circumstances and effort

### **Performance Assessment**

### *Throughput Rates*

targeted throughput rate is 50%

Jan' 2018-Sept' 2018= 35%  
Jan' 2019-Sept' 2019=60%  
Jan' 2020-Sept' 2020= 43%  
Jan' 2021-Sept' 2021=46%  
Jan' 2022-Sept' 2022 = 54%

#### *Conversion Rates*

the targeted conversion rate is 60%

Jan' 2018-Sept' 2018=54%  
Jan' 2019-Sept' 2019=53%  
Jan' 2020-Sept' 2020=52%  
Jan' 2021-Sept' 2021=46%  
Jan' 2022-Sept' 2022=48%

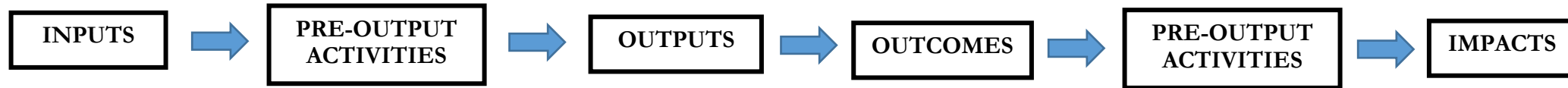
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#### **Logic Model**

To supplement my analysis, I have enclosed a logic model on the following page.

# Own-Your-Future Logic Model



**Input**  
people,  
money,  
technology,

**Pre-Output  
Activity**  
Make offers

**Output**  
applicants accept  
offers of  
admission and  
enroll

**Outcome**  
Increase in  
certified,  
highly skilled  
women  
entrepreneurs

**Post-Output  
Activity**  
help the students  
develop business  
plans to put into  
action after  
graduation.

**Impact #1**  
reduce the gender  
gap in  
entrepreneurship,  
rates of new  
business start-up  
and continued  
operation after

**Input**  
other  
resources to  
support  
application  
review, and  
ultimately, to  
make offers