GALI

Global Accelerator Learning Initiative

Developing a Data Plan

SOCIALENTERPRISEGOIZUETA

Aspen Network of Development Entrepreneurs

About this guide

This guide provides accelerators with an overview of how to approach designing a data collection plan to generate actionable insights. The guide covers:

1. Defining your Data Needs

2. Selecting Outcomes and Metrics

3. Collecting Data

4. Pulling it all Together

Note that for parts of this guide, such as defining outcomes and examining value for money, there are other GALI guides that provide deeper-dive guidance.

Defining your Data Needs

Why collect performance data?

We have found that GALI partners use data for four primary purposes:

1. Targeting and outreach
2. Program design
3. Communications and fundraising
4. Benchmarking

Data for Targeting and Outreach

What is it?
Data that will help you understand if you are finding and connecting with the *right type of ventures* for your program.

How might you use it?
To ensure that the ventures in your program have the characteristics that are well-matched to your program design and impact goals.

What sorts of specific issues might you consider for this?
- Gender mix of entrepreneurs in your applicant pool and program
- Socioeconomic background in your applicant pool and program
- Growth stage of your program relative to the types of ventures that benefit most from your program

When might data be collected for this purpose?
- At the application stage (to understand the mix of ventures) and following up after acceleration (to understand the impact of your program on different types of ventures).

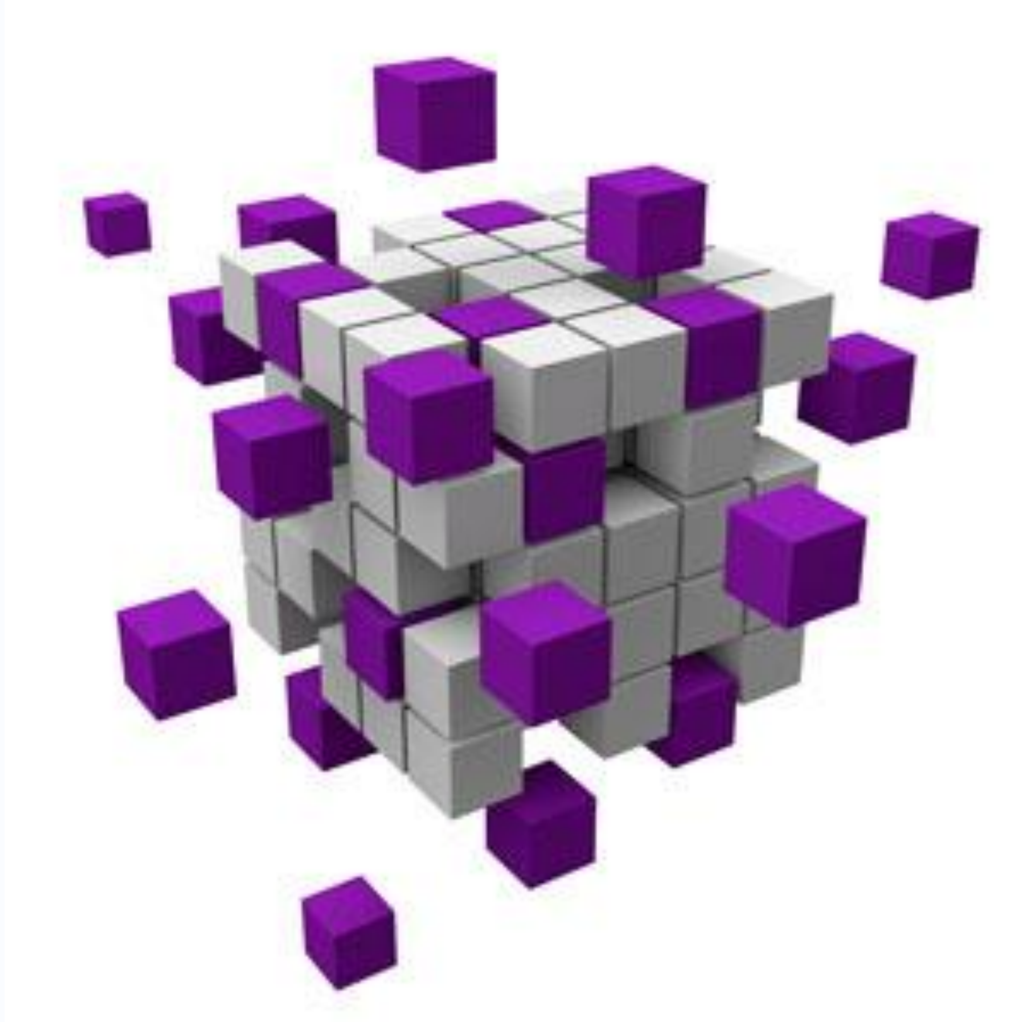
GALI Partner Use Case

A GALI partner used performance data on their ventures to figure out that earlier-stage ventures received less benefits from the program. This analysis led them to target later-stage ventures to increase the likelihood that their ventures benefit from participation.

Data for Program Design

What is it?
Data that helps you make choices about what elements/services to include in your program and how to structure these elements/services.

How might you use it?
To change what services you offer or how you offer these services in order to maximize impact on your ventures.



What sorts of specific issues might you consider for this?
- The benefits to ventures of your program (i.e. revenue growth, equity investment) compared to the services the entrepreneurs received.
- Entrepreneurs'/stakeholders' perceived value of different services they received from your program.

When might data be collected for this purpose?
- Immediately post-program (entrepreneur satisfaction) as well as through follow-up surveys on revenue, equity, etc. to compare to baselines and track venture growth.

GALI Partner Use Case

A GALI partner running multiple accelerator cohorts per year used one-year follow-up data to compare the services offered in the higher-performing cohorts relative to the lower-performing cohorts, and realized that increasing peer networking relative to classroom time led to an improvement in outcomes for the ventures.

Data for Communications/Fundraising

What is it?
Data that helps you make the case for your program to entrepreneurs, funders, and other stakeholders.

How might you use it?
To include in outreach to potential program participants, in your annual report for funders, or in other key communications/outreach material.

What sorts of specific issues might you consider for this?

- The average/aggregate increase in revenue of your ventures.
- The average/aggregate investments made into your ventures.
- The total jobs created by your ventures.
- The private investment catalyzed per dollar of donor program support.

When might data be collected for this purpose?

- At follow-up periods after ventures have participated in your program.

GALI Partner Use Case

GALI partners regularly use data on the average and total investments received by their ventures to help potential funders understand that their programs have significant and credible impact, leading to increased support for their accelerators.

Communication/Fundraising Example: Value for Money

For programs that have application and follow-up data for their ventures:

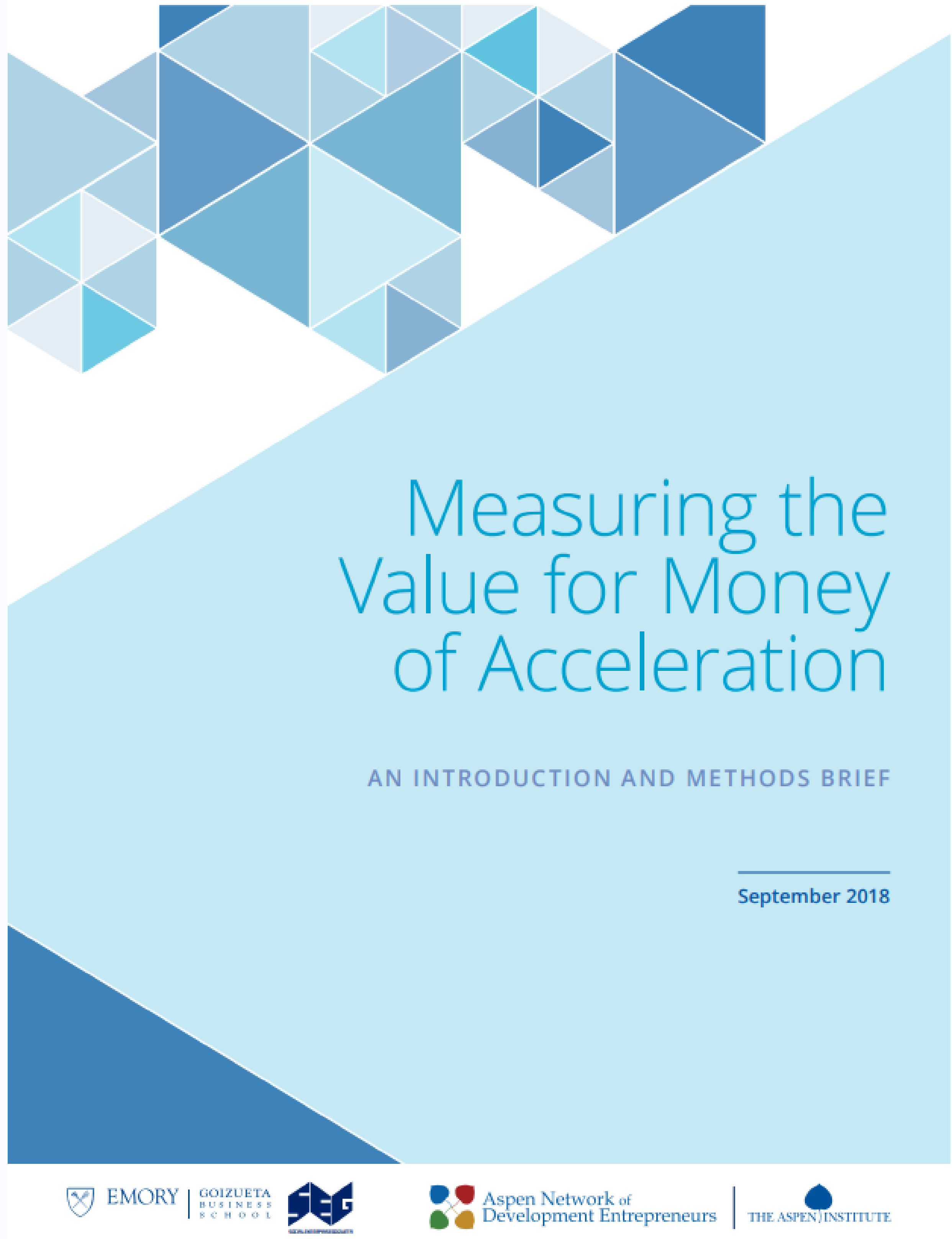
$$\textit{Average Cost Effectiveness} = \frac{\textit{Program Cost per Venture}}{\textit{Average Change in Outcome}}$$

where:

Program Cost per Venture = *Total Program Cost + Total Capital Invested by the Accelerator*

Average Change in Outcome = *Cohort Average Outcome in Year$_n$ – Cohort Average in Baseline Year*

A resulting statement might be: "Every $1,000 in accelerator costs was associated with the creation of one new job at cohort companies after two years."



Learn More

See the "Value for Money" section of the Performance tool for more information, or you can jump directly to the Value for Money guide here: **www.galidata.org/value-for-money**

Data for Benchmarking

What is it?
Data that lets you compare your ventures' performance against similar ventures.

How might you use it?
To contextualize any changes that you observe among your entrepreneurs and to set reasonable targets for performance measurement.

What sorts of specific issues might you consider for this?
- The background, revenue, employees, and investment for your ventures relative to ventures that apply but are not accepted into the program.
- The revenue, employees, and investment for your ventures after completing your program relative to similar ventures regionally or globally.

Note:
- The GALI benchmarking tool is one way to contextualize your data, please see the "Benchmark" tab of the Performance tool to try it out.

GALI Partner Use Case

A GALI partner has a "funnel" of applicants through multiple stages of the selection process. Tracking data on applicants from all of these stages allows them to understand how the ventures that they accept compare to the ventures that make it to different stages and understand the most common characteristics of successful entrepreneurs for their program.

Activity: Identifying your Data Needs

Consider each of the four purposes for data that we have discussed, and write down any specific data needs in each category. You can download a worksheet for this from the Plan section of the Performance site. Here are some examples:

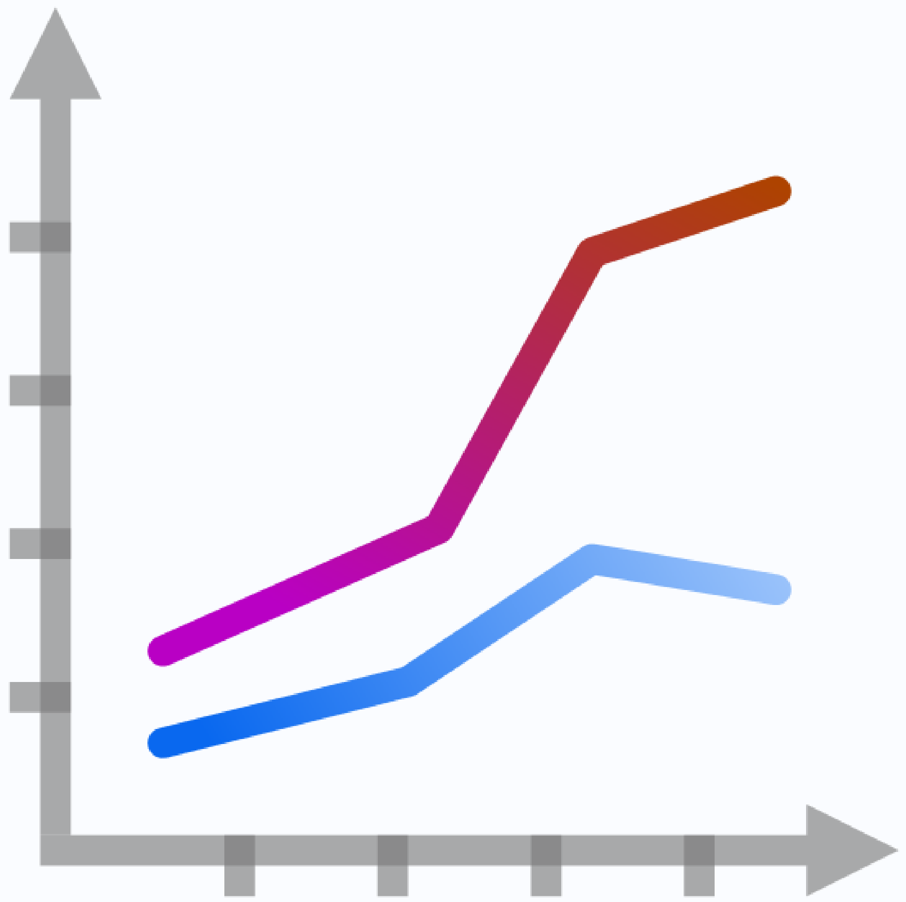
Purpose	Data Needs	Are you already collecting data that could be used for these needs?
Targeting/Outreach	• I would like to understand whether I should be targeting idea-stage or seed-stage entrepreneurs. • I would like to understand whether my venture selection process is fairly considering female entrepreneurs.	• I am not collecting follow up data to be able to compare performance of entrepreneurs from different stages. • I am already collecting data on the characteristics of ventures that apply, but not comparing the ones who are accepted or rejected.
Program Design	• I would like to understand whether my entrepreneurs would like more or less engagement with mentors. • I would like to understand whether my demo day is the right model for catalyzing investment.	• I am already collecting entrepreneur feedback on their satisfaction with mentors, but not on whether they would like more or less engagement. • I am not collecting follow up data on investment into the ventures after demo day
Communications/ Fundraising	• I would like to be able to include the total investment received by my ventures after my program in my annual report.	• I am not collecting follow up data on investment into the ventures more than one month after my program.
Benchmarking	• I would like to be able to compare the average investment received by my ventures to similar ventures in Africa.	• I do not have any comparison data, either on ventures that applied but were rejected from my program or that went through other accelerators.

Selecting Outcomes and Metrics

What are outcomes and metrics?

Outcomes are the changes that you would observe to fulfill your organizational information needs around outreach, program design, and communications. Think: "What would I have to see change to know the answer to my question?"

Metrics are the specific measures for which you collect data to track these outcomes. Think: "What would I need to measure to tell me whether the outcome has occurred?"



Examples of outcomes and metrics

NOTE: For a deeper dive into defining the full range of outcomes for your program, see the Theory of Change worksheet and presentation on the GALI Performance site.

Outcome to measure	Example metrics
Growth in mentorship support	Number of mentors
Improvement in business skills	Change in self-rated ability in different content areas
Increased confidence	Change in self-rated confidence level
Increase in commercial partnerships	Change in number of corporate partnerships
Increase in financing*	Change in equity or debt funding
More ventures survive	Proportion of ventures that are still active
Increase in revenue*	Change in revenue Revenue growth rate
Jobs creation*	Change in number of employees

Types of metrics

Type	Examples	Sources
Business performance metrics	• $ Annual revenue • $ Equity investment • $ Debt • $ Philanthropic support • # of employees	• GALI standard measures • Balanced Scorecard • Custom KPIs
Social performance metrics	• # households reached • GHG emissions • $ household income increased	• IRIS
Targeting/profile metrics	• % women entrepreneurs • % entrepreneurs from underrepresented groups • % entrepreneurs from a certain geography	N/A
Feedback/satisfaction metrics	• % of entrepreneurs rating a service as "highly valuable" • Net Promoter Score of program • # of follow-up touchpoints with entrepreneurs	Many sources available (Net Promoter Score, Balanced Scorecard, etc.)

Connecting data needs to outcomes and metrics

To have a utilization-focused data plan, each data need should be connected to a relevant outcome (what you would need to observe to address your need) and then a metric (what you would measure to track that outcome)

Need		Outcome		Metric(s)
I would like to understand whether my venture selection process is fairly considering female entrepreneurs.	→	The proportion of women applying fully matches the proportion of women accepted	→	% of women applicants % of women accepted
I would like to understand whether my demo day is the right model for catalyzing investment.	→	Increase in investment due to demo day relative to other sources	→	$ investment sourced during demo day $ investment coming from other sources
I would like to be able to include the total investment received by my ventures after my program in my annual report.	→	Increase in total investment into entrepreneurs due to the program	→	Total $ investment in entrepreneurs attributable to the program*

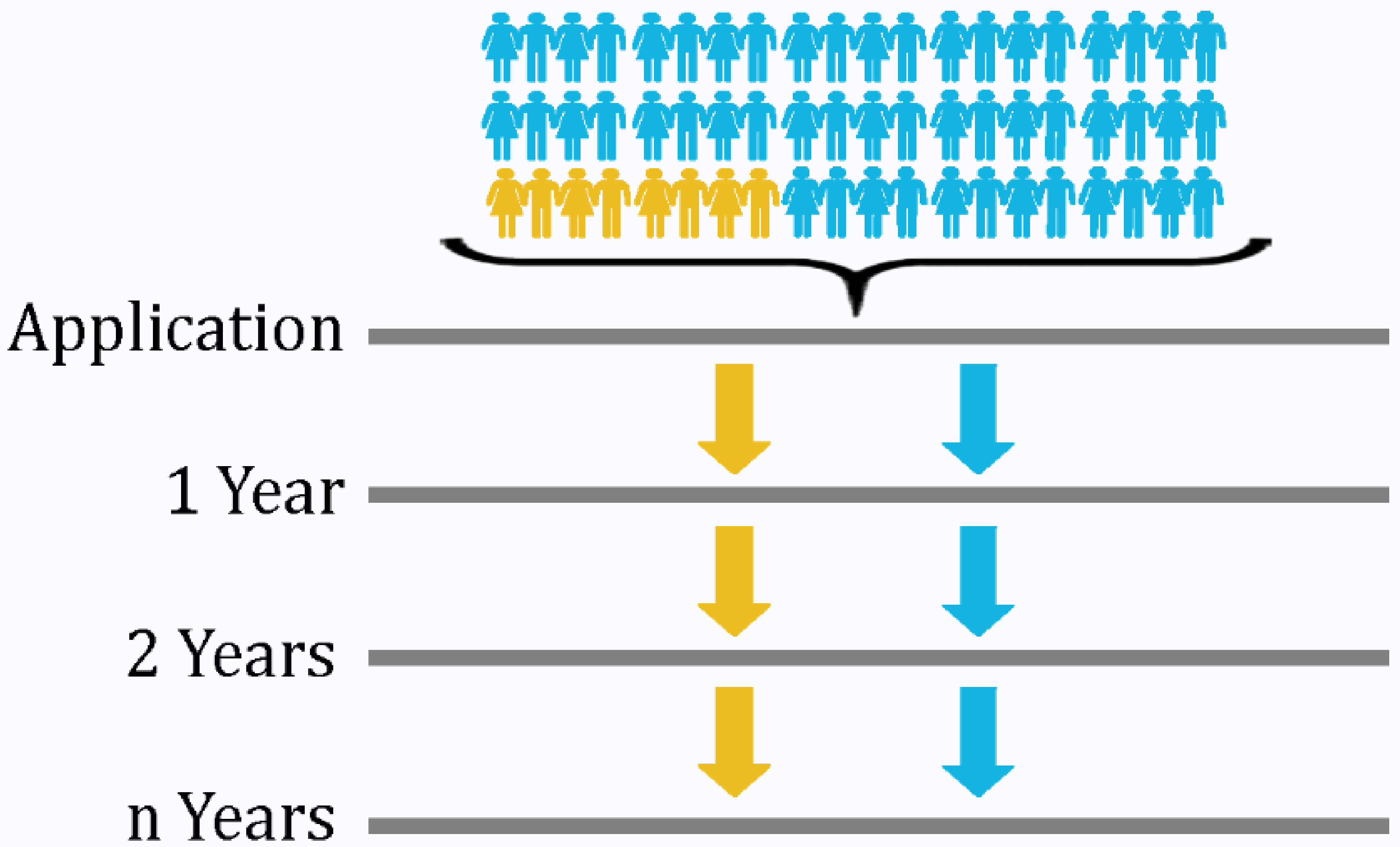
*Compared to rejected entrepreneurs, compared to benchmark, traced back to program, etc.

Collecting Data

How does GALI collect data?

GALI collects standardized data as part of **accelerator applications**, and then follows up with **both accepted and rejected applicants every year** after the program is completed.

This allows GALI to compare follow-up performance metrics of the accelerated ventures with both the baseline (time of application) and with rejected applicants.



How and when should you collect the data you need?

The GALI method is one very specific approach to data collection, and likely does not cover all accelerator data needs.

Data collection will depend heavily on the specific metrics that you include in your data plan. However, some of the most common data sources for accelerators and BDS providers are:

- Application data
- Immediate post-program feedback surveys
- Surveys of other stakeholders (mentors, program managers, investors)
- Follow-up annual entrepreneur surveys
- Formal venture financial data (audited financial reports, etc.)
- Online sources such as venture websites, Crunchbase, VC4A, etc.

What are some considerations in deciding how to collect data?

Data collection can be resource-intensive and challenging, involving many trade-offs. Things to consider include:

- Do you already have data collection methods that could be used to collect additional data?
- Do you need comparative information to contextualize your data (such as information on rejected applicants, regional benchmarks, etc.)? What would be required to collect this?
    - GALI uses cash drawings to incentivize rejected applicants to fill out surveys.
- How much time will be required for those providing the data?
- How much time will be required for your team to collect and analyze the data?
- How will you aggregate, store, and update the data?
- Does the value of the data for your needs exceed the resources required to collect and analyze the data?

Activity: Selecting Metrics & Data Collection Approaches

Select some priority data needs. For each of these, develop a relevant outcome and associated metrics that you would need to track. Try to include at least one for each of the first three data purpose category. You can download a worksheet for this from the Plan tab of the Performance site; here are some examples:

Purpose	Data Need	Outcome	Metrics	Data Collection Method & Timing
Targeting/ Outreach	I would like to understand whether I should be targeting seed-stage or growth-stage entrepreneurs.	Success of entrepreneurs at different stages	• % revenue growth of idea-stage entrepreneurs • % revenue growth of growth-stage entrepreneurs	• Application data on venture stage • 1 year follow-up survey of revenues
Program Design	I would like to understand whether my entrepreneurs would like more or less engagement with mentors.	Level of desire for different mentorship structures	• # of entrepreneurs asking for more engagement with mentors • # of entrepreneurs asking for less engagement with mentors	• Immediate feedback survey post-program
Communications/ Fundraising	I would like to be able to include the total investment received by my ventures after my program in my annual report.	Increase in total investment into entrepreneurs due to the program	• Total $ investment in entrepreneurs compared to applicants who were rejected (or that entrepreneurs state was due to program support in some way)	• 1 year follow-up survey of investment (both accepted and rejected entrepreneurs, or including query on attribution of investment to the program)

Pulling it all Together

Pulling it all Together

- If you went through the process outlined in this guide, you will have the basis for creating a full data plan for your organization.
- The next step is to assess each of the data points you want to collect in terms of the additional effort required for collection relative to the value of the information given your data needs, as well as the timeline in which you would expect to see change happen.
- Keep in mind that data collection and use is an inherently iterative process – as you collect data, you should be regularly re-evaluating its value and shifting to the highest return data collection efforts.
- The following slide (and accompanying Excel file on the Performance site) provides a template for a full data collection plan.

Data Collection Plan Template

Outcome	Metric	Potential Means of Data Collection/Data Source	Already Being Collected or Available?	Additional Difficulty of Collecting/ Aggregating	Potential Timeline for Meaningful Change	Notes