



United States Department of Agriculture  
National Institute of Food and Agriculture

# Creating Entrepreneurial Communities: Effectiveness of Coaching

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USDA, Grant #2009-35900-05935

# Creating Entrepreneurial Communities

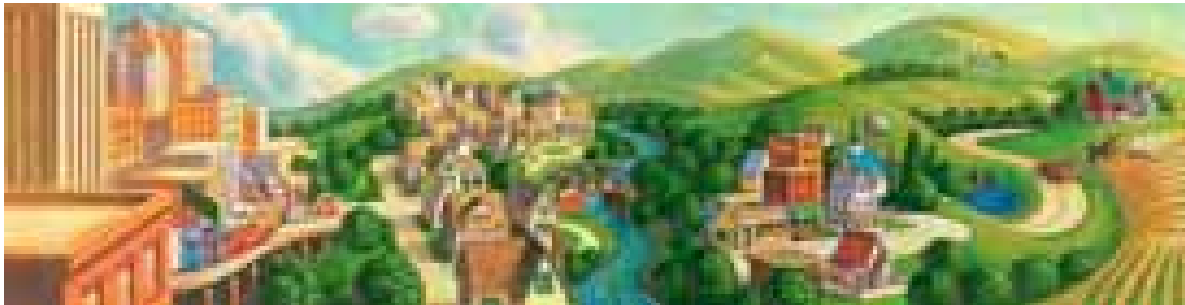
## Program Basics

- Extension → Research
- “Jazz” vs. “classical” approach to helping communities become more entrepreneur-ready
- Program coach started April 4, 2010
- Program application process
- First community meeting: Sept. 2010
- Quarterly virtual “meet-ups”
- Newsletter/Profiles
- Coaching visits



# Creating Entrepreneurial Communities Hallmarks

- Social networks
- Resources
- Culture
- Policy



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# Multi-pronged Research Approach

- Econometric:
  - Determinants of “entrepreneurial culture”
  - Determinants of program demand
- Qualitative Exploration of Coaching
  - How to work with teams of different “personalities”
  - How teams decide on priorities
  - Where and why teams succeed/break down
  - Gender issues in local ED teams



# Research Outcomes

- “Culture” paper (with Miller & Grad Students Komarek & Satiamanon):
  - Findings
    - High level of support for HS based entrepreneurship curriculum
    - Lower level of “encouraging” a young person to start of business
    - Regional differences in cultural attitudes, especially with City of Detroit, where HS curriculum reform is not as strongly desired.
  - Paper presented at conference; also shared with state policy makers. In review at *Papers in Regional Science*.



# Research Outcomes: Program Demand

- Determinants of Demand Paper (with Grad Student Suljevic)
  - Econometric assessment of factors associated with county-level uptake of CEC program.
  - Presented at:
    - “What Works” Economic development conference in Philadelphia
    - Invited lecture, Kalamazoo College.
  - Findings:
    - POS: % foreign born, innovation index, FTE Extension CD Educator.
    - NEG: Population density & attitude towards locally owned businesses
    - Not** SIG: Social capital index, and county political leaning
  - Submitted for review – conference proceedings.



# Research Outcomes: Coaching Techniques

- Virtual focus group on coaching techniques (with Nawyn and Grad Student Szymecko)
  - Convened national discussion with experienced local economic development extension professionals
  - Findings:
    - Common group types include “Kingmaker”, “Consensus Builder” and “Weak Power Leader”
    - Coaching techniques focus on “closure” with consensus builder and weak power leader. With Kingmaker, more focus on behind-the-scenes work to widen circle of inclusion.
  - Target Journal: Gateways: *Int. J. of Community Research and Engagement*



# Research Outcomes: Goals Paper

- Community-Driven Entrepreneurship Goals Paper (with Grad Student Szymecko, & Fails, Madle and Nawyn)
  - Community Strategies under a “jazz” approach:
  - Teams established between 6 and 17 goals.
  - A total of 22 goals were adopted across the eight communities; six were unique, while the others were adopted in some form by at least two communities.





# Goals Paper continued

- 10 month mark: % of goals with at least some aspects implemented ranged from 33 to 69%
  - Most common goals implemented: regular meetings; branding
  - Teams desired but struggled to implement social media tools.
  - Teams that adopted mentorship strategies were able to implement
- Most commonly adopted goals fell into two hallmark categories:
  - Resources
  - Culture
- Only a few focused on social networks and almost none in the policy category.
- Target Journal: *Economic Development Quarterly*



# Example Local CEC Team Initiatives

- 101 Conversations program (biz needs survey)
- Tribal youth entrepreneurship program
- Entrepreneur speakers bureau
- Incubator feasibility study
- Business idea contest
- Expanded role for local library as business resource center
- Business awards banquet



# Next Steps

- Finish coding transcribed interviews.
- Analysis of interviews for:
  - Sources of conflict
  - Coaching interventions
  - Group dynamics
  - Group turnover/renewal
  - Gender/age dimensions of all of the above

