

Responding with Resilience

Coming Together to Face a Global Economic Crisis through Small Business Mentoring



About MicroMentor

Small business owners are facing some of their most daunting challenges in living memory, as the COVID-19 pandemic and the ensuing economic downturn threaten the survival of businesses everywhere. With MicroMentor, small business owners connect virtually with experienced business mentors to safely and easily access critical advice, trusted guidance, and individualized support. MicroMentor presents an opportunity to build stronger businesses that can do more than just survive—through mentoring, these businesses can thrive.

Mentoring is critical to the business development ecosystem. MicroMentor provides entrepreneurs with access to essential social capital at no cost—which in turn increases their connectivity to professional networks, financing, and other business development resources. While in-person mentoring is difficult to standardize and costly to scale, MicroMentor's online platform provides a cost-effective, scale-oriented means to connect under-resourced entrepreneurs with volunteer business mentors. That support is more crucial now than ever before.



“With my mentor, I have been able to walk the journey with an experienced guide. The journey without a mentor would have been tough and hectic, almost impossible to survive alone.”

—Salman Olawale, MicroMentor Entrepreneur, Nigeria

How It Works

JOIN

1

Entrepreneurs and mentors begin by setting up a profile on the MicroMentor website. Here, they can share information about themselves and their business, and what they need help with or what expertise they can offer. Here, they can share information about themselves, their businesses, and the kind of advice they're looking to either give or receive.

2

EXPLORE

Entrepreneurs can search for mentors that have the experience they're looking for. Likewise, mentors can search for entrepreneurs that fit their interests and expertise. MicroMentor's matching algorithm makes recommendations for great fits.

3

CONNECT

When they find a potential fit, either the entrepreneur or mentor can reach out through our messaging platform to start building a connection.

4

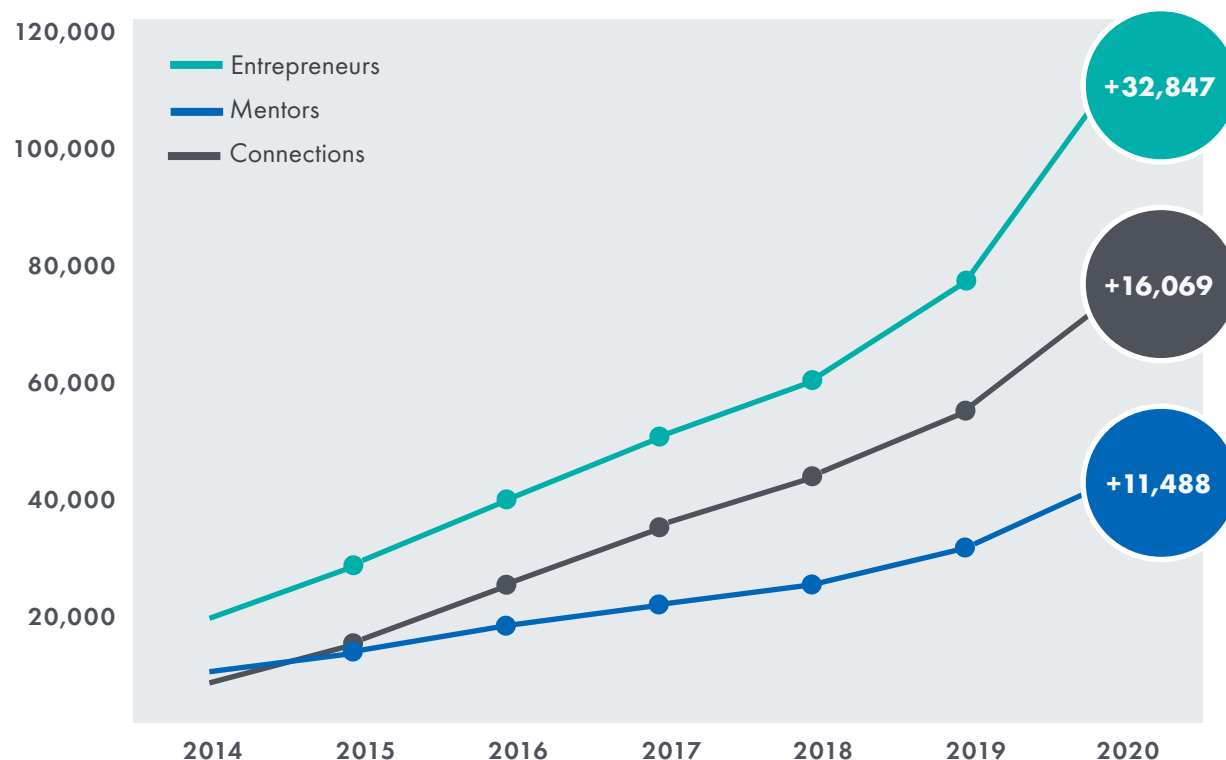
GROW

Once they've agreed to work together, the sky's the limit! The entrepreneur and their mentor will decide what to discuss and how frequently they'll be in contact. This could be a few months, a year, or even longer. The average mentoring pair meets one hour per week over three months.

MicroMentor launched a new platform at the end of 2019, offering an improved user experience based on feedback from our global community.

A Growing, Global Community

Since 2008, MicroMentor has bridged geographical and cultural barriers between entrepreneurs and business mentors, fostering more than 70,000 connections that span the globe.



SOCIAL ENTREPRENEUR BUILDS HER BUSINESS WITH TRUSTED GUIDANCE

Stories of Success: Cera Muchiri, Nigeria

Kenyan-American entrepreneur Cera wanted to give back to her community after finishing university in the United States. Harnessing the rich natural resources of her home region near Lake Victoria in Kenya, Cera founded Ecodunia, producing bags and wallets that are ethically made, sustainably sourced, and that empower Black communities.

When Cera found herself feeling uncertain about how to scale her business, a fellow entrepreneur directed her to MicroMentor. Cera recognized that she needed advice, "I felt lost and doubtful—I knew I needed that kind of guidance." Through MicroMentor, Cera connected with serial entrepreneur and Florida-based mentor Eric Nashbar.

With Eric's advice, Cera wrote her first business plan, designed a marketing strategy, and made her first sale. "Mentoring has been crucial for the growth of my business. It's amazing to workshop ideas with an astute business person who is rooting for me."

With two full-time employees and more than a dozen freelance craftspeople, Cera is hopeful about the future, despite the challenges presented by the COVID-19 pandemic. Cera's advice for other entrepreneurs: "You have to put in the work to find a good mentor. Also, implement and trust what the mentor is advising you to do. Ask questions and respect their time. Do the work, don't expect them to do it for you."

MICROMENTOR DELIVERS VALUE AT SCALE

\$194

cost to mentor one entrepreneur



\$606

cost to create one job



\$9M

of pro-bono hours donated by mentors



12 HOURS

of mentoring received per entrepreneur on average



MicroMentor's Annual Impact Study

MicroMentor conducts an annual survey of the entrepreneurs and mentors who joined the platform during the previous year. The goal is to better understand the MicroMentor community, gauge their personal and business outcomes, and determine MicroMentor's impact.

Each year, MicroMentor finds evidence that entrepreneurs who receive mentoring experience better business outcomes, remarkable skill development, and increased access to business development resources.

2020 COMMUNITY AT A GLANCE

5,600
entrepreneurs
received mentoring



1,900
mentors donated
time mentoring

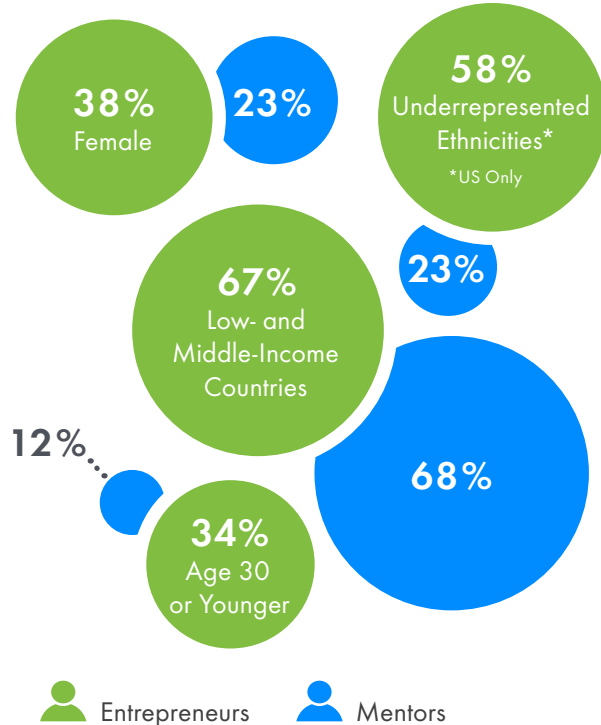


68%
of connections were
made across countries

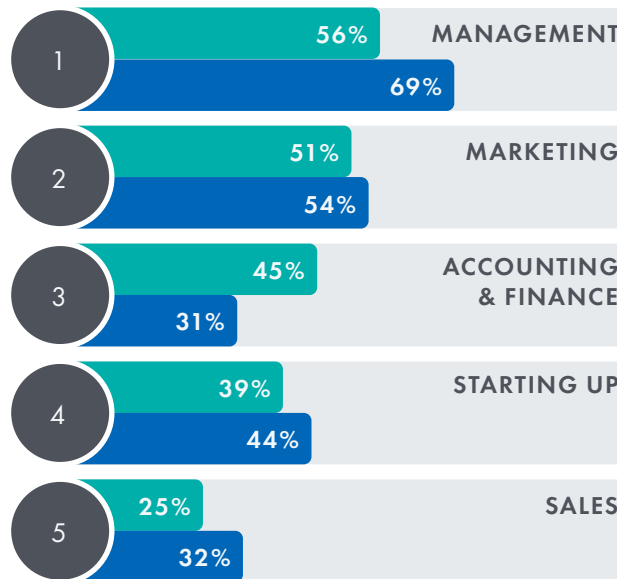


28% of mentored entrepreneurs found immediate COVID-19 support from their mentors

SERVING A DIVERSE COMMUNITY



MATCHING BUSINESS NEEDS WITH PROFESSIONAL EXPERTISE



ENTREPRENEUR CHARACTERISTICS

TOP ENTREPRENEUR INDUSTRIES



Total Industries Represented: 55

ENTREPRENEUR BUSINESS STAGE



More than 75% of operational businesses on MicroMentor have three or fewer paid employees.

MicroMentor's Pathway to Impact

Mentoring is more than just providing business advice. A good mentor can help an entrepreneur in a number of ways: by building confidence, providing just-in-time support, and by genuinely caring about their success.

WHEN ENTREPRENEURS AND BUSINESS OWNERS HAVE EASY ACCESS TO AN EXPERIENCED MENTOR THROUGH MICROMENTOR:

1

ENTREPRENEURS MAKE BETTER BUSINESS DECISIONS BASED ON INCREASED SKILLS AND CONFIDENCE.

With mentoring, entrepreneurs are more likely to report improved confidence in a range of crucial, business-related skills.

2

ENTREPRENEURS EXPERIENCE GREATER ACCESS TO BUSINESS DEVELOPMENT RESOURCES.

Having a mentor helps entrepreneurs build access to other business development resources, like financing and professional networks.

3

ENTREPRENEURS BUILD MORE RESILIENT BUSINESSES.

Entrepreneurs are more likely to survive the early stages of entrepreneurship, stay in business, and retain employees with the help of a virtual business mentor.

4

AND ENTREPRENEURS EXPERIENCE BETTER BUSINESS OUTCOMES IN THE LONG TERM.

Entrepreneurs with mentors are more likely to create jobs and increase their revenue.

ENTREPRENEUR TURNED MENTOR DELIVERS INSIGHTS AND ADVICE TO NEW YORK STATE BUSINESSES

Stories of Success:
Rita Kakati

Rita Kakati Shah is an award-winning, globally recognized gender, diversity, inclusion, and career strategist with over 15 years of experience. She currently owns and operates Uma, providing work guidance for individuals on inclusion, workplace culture, and senior management.

Not only does Rita support up-and-coming entrepreneurs with her business, but also through MicroMentor as a volunteer mentor with the Business Mentor New York program. "[Mentoring] gives them more clarity about what to do next," she says. "When you're an entrepreneur, you have a million and ten things to do all at once. We help you prioritize that list." She is always meeting new entrepreneurs through the website, while continuing to

check-in on and advise her longstanding mentees. Through these relationships, Rita has transformed her own experiences as an entrepreneur into thoughtful insights and actionable advice for solving business challenges.

During the coronavirus pandemic, Rita remains a beacon of hope for entrepreneurs, and a steady compass guiding their businesses through unexpected challenges. For Rita, mentoring is more than a volunteer opportunity: "It's been a wonderful, positive experience... I've met some incredible mentees who have taught me something about myself too." Each of Rita's connections is a new relationship, and, "each relationship is one that should be cherished and enjoyed."




Mentoring Enables Better Business Decisions

1

MENTORING HELPS ENTREPRENEURS TO GROW PROFESSIONALLY

92% of mentored entrepreneurs reported an **increase in confidence in one or more business-related skills** over time.


MENTORING BUILDS CONFIDENCE IN KEY BUSINESS SKILLS



FINANCE

81% improved their financial literacy


41% improved their ability to manage financial statements



MARKETING

47% improved their ability to design a marketing campaign

41% improved their ability to determine a competitive price for their product




SALES

44% improved their elevator pitch

40% improved their vision casting

36% improved their professional networking



OPERATIONS

46% improved their ability to delegate tasks

41% improved their ability to manage day-to-day operations

39% improved their ability to train and motivate employees



ENTREPRENEURS HAVE POSITIVE MENTORING EXPERIENCES

72%

took action based on their mentor's advice

63%

were satisfied with their mentoring relationship

54%

accomplished the goals they set with their mentor(s)

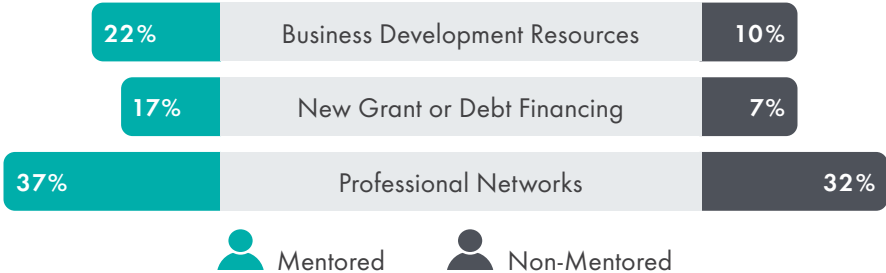


2

MENTORING INCREASES ACCESS TO RESOURCES

Access to resources is a key factor in growing and sustaining a business. Entrepreneurs who are mentored are more likely to find access to a range of resources.

PERCENT OF ENTREPRENEURS REPORTING INCREASED ACCESS TO RESOURCES



When joining the MicroMentor community, 40% of entrepreneurs reported not having access to business development resources outside of MicroMentor.

3

MENTORING BUILDS MORE RESILIENT BUSINESSES

Businesses that receive mentoring are more likely to show the crucial resilience that prepares them for long-term growth.



BUSINESSES SURVIVE

Mentored, operational businesses were **13%** more likely to survive the year

New businesses in operation for one year or less were **19%** more likely to survive their first year with the help of a mentor



JOBS ARE SAFEGUARDED

Mentored entrepreneurs retained an average of **0.5 more jobs** than their non-mentored counterparts

Mentoring helped safeguard a projected **2,700 jobs** in 2019

4

MENTORING CONTRIBUTES TO LONG-TERM BUSINESS OUTCOMES

Even amidst a global pandemic and the resulting economic hardships, entrepreneurs were more likely to grow their business with the help of a mentor.



NEW BUSINESSES OPEN

Idea stage entrepreneurs were **4%** more likely to open a business with the help of a mentor



BUSINESS OWNERS CREATE JOBS

On average, mentored entrepreneurs created **0.32 more jobs** than their non-mentored counterparts

A projected **1,700 total jobs** were created in 2019



REVENUES INCREASE

Mentored entrepreneurs increased their revenue by an average of **16%**



MENTORING PAIR BOND OVER THEIR VISION FOR A DIVERSE FUTURE

Stories of Success: Krista and Amanda

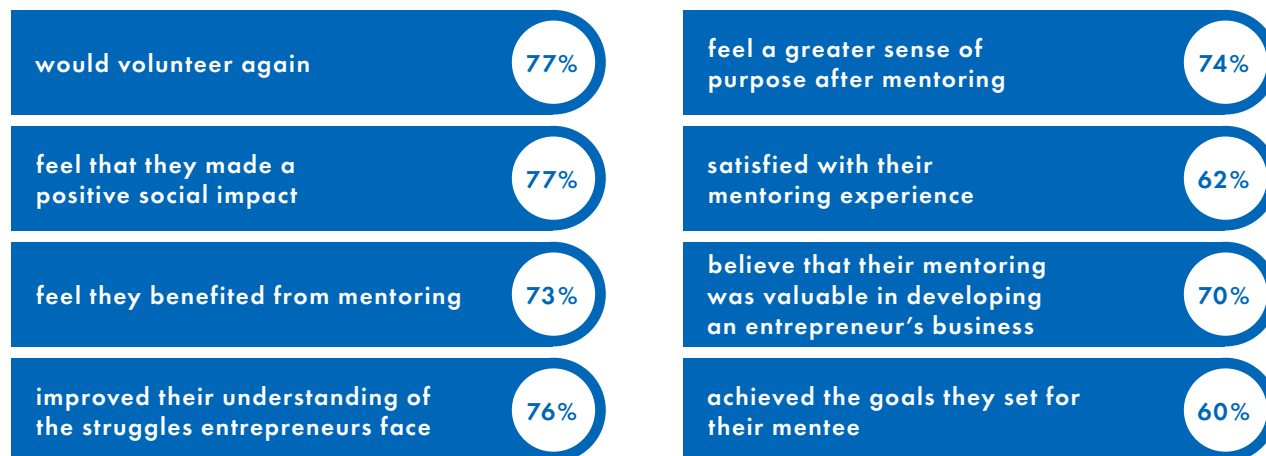
Krista Robinson, an Illinois-based entrepreneur, was in the early stages of building her virtual dance studio assistant business, Ezra Virtual Assistance, when the pandemic hit. Passionate about her vision, Krista's excitement for her new business kept her moving forward. She joined MicroMentor in June 2020, seeking guidance with the legal components of launching a business, as well as with marketing and lead generation. Through MicroMentor, Krista met Amanda Mailey, a Portland, Oregon-based marketing expert and founder of a consultancy that specifically works with women and BIPOC business owners on strategy, planning, creativity, and leadership.

The pair instantly clicked over a shared background in professional dance and their similar "a la carte" business models. Amanda recognized the important and timely role of Krista's service offerings in supporting small dance studios through virtual assistance during the pandemic. With Amanda's guidance and encouragement, Krista has been tackling some of her early challenges: fine-tuning her messaging, getting the word out about her business, finding the right clients, building a fair pricing model, and contracting with new clients.

Since June, Krista has launched Ezra's website, started a few small projects, and started talks with potential clients. The women have forged a friendship and plan to continue working together to fully realize Krista's vision for Ezra.

Mentors Find Purpose Guiding Economic Recovery

Since 2008, more than 42,000 mentors have donated their time, knowledge, and insight on MicroMentor; guiding entrepreneurs on their journeys and supporting small businesses through the COVID-19 crisis. Giving back brings mentors a sense of purpose and meaning, it helps to hone their skills, and it provides a way to make a direct contribution to overcoming the economic effects of the global pandemic.



A MicroMentor mentor has on average **12 years management experience** and **7 years business ownership experience**.



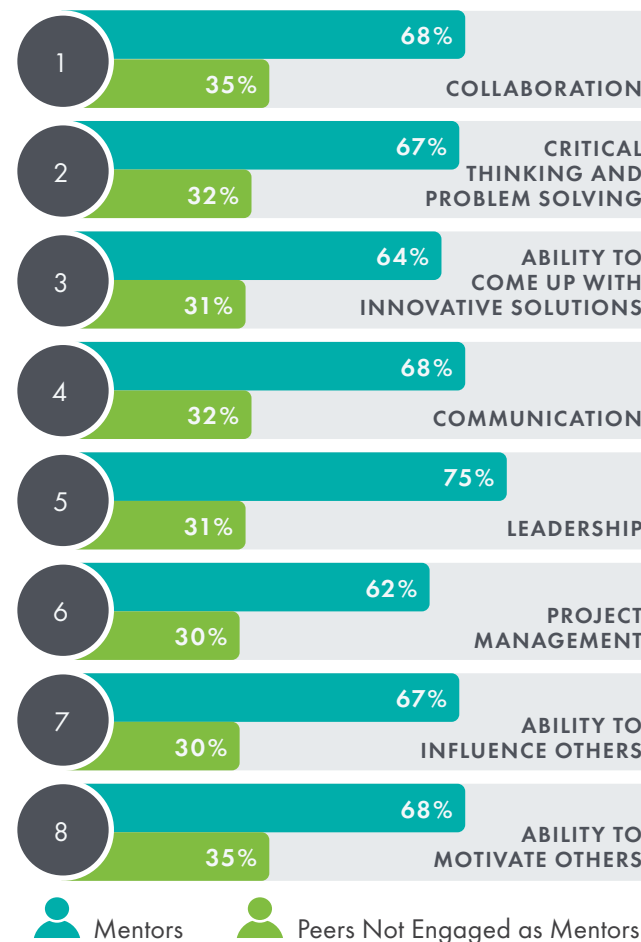
MENTOR ADVISES ON OPPORTUNITY TO PIVOT

Stories of Success:
Vibhas Sen

When he decided to volunteer on the MicroMentor platform, the last thing Paralympian and strategic marketing consultant Vibhas Sen expected was to help entrepreneurs pivot their businesses in the midst of a crisis: "Mentoring someone with a business plan and guiding them with marketing strategy is totally different than pivoting a business. The dynamics are very different—a wrong pivot would make struggling businesses disappear—with no second chances."

Yet pivoting is exactly what Vibhas had to do. In January of 2020, he began working with an appliance rental startup to create a detailed plan geared towards growing the business. By March, everything changed.

MENTORS IMPROVE THEIR PROFESSIONAL SKILLS



The announcement of lock-downs and social distancing had the team back at the drawing board. In just five days they had a new plan.

Their quick thinking paid off—the startup began outperforming their pre-COVID goal for the entire quarter in just a single month. They already have plans to hire more employees and increase warehouse capacity to meet demand. Vibhas's advice helped this startup thrive in unprecedented circumstances. To other mentors he offers this advice: "A mentor's responsibility, unlike an advisor or consultant, is typically on the individual and not on a specific task or performance."

MicroMentor Delivers Programs Globally

MicroMentor is a social enterprise, working with partner organizations, corporations, and governments to deliver country-specific, regional and global mentoring and employee engagement programs that promote economic development and skills-based volunteering.

The diversity of MicroMentor's partnerships and programming alongside the expertise of our global staff has an impact on entrepreneurs that is both broad and deep. MicroMentor has proudly worked alongside partners to deliver the following programs in 2020:

4 country and regional programs

10 economic development and technical assistance programs

8 employee engagement programs



BAHAMAS

MicroMentor was leveraged in the disaster response efforts after Hurricane Dorian devastated the region in 2019 and has continued as an essential small business support system during the pandemic.

LATIN AMERICA

Since 2013, MicroMentor's Mexico City-based office has built and expanded the MicroMentor community throughout Latin America, forging partnerships and positioning the platform as a key resource for local entrepreneurial ecosystems.

4,400 Entrepreneurs

2,300 Mentors

3,500 Connections

MIDDLE EAST AND NORTH AFRICA (MENA)

Since 2019, MicroMentor Jordan has been the MicroMentor headquarters for the entire MENA region. MicroMentor launched its Arabic platform in early 2020, expanding virtual business mentoring access to tens of thousands of entrepreneurs in the region.

3,000 entrepreneurs reached

1,000 volunteer mentors

More than **1,200** mentoring connections

SOMALI REGION

MicroMentor launched a Somali language platform in late 2020 with the mission to provide under-resourced entrepreneurs in Ethiopia, Kenya, and Somalia with virtual business support.

INDONESIA

MicroMentor Indonesia launched in 2019 with a dedicated local team working diligently to serve Indonesian entrepreneurs and offer business training and educational resources to entrepreneurs and mentors.

3,400 entrepreneurs

1,100 jobs created

Indonesian businesses were **10% more likely** to survive with a mentor

Curated Partner Programs

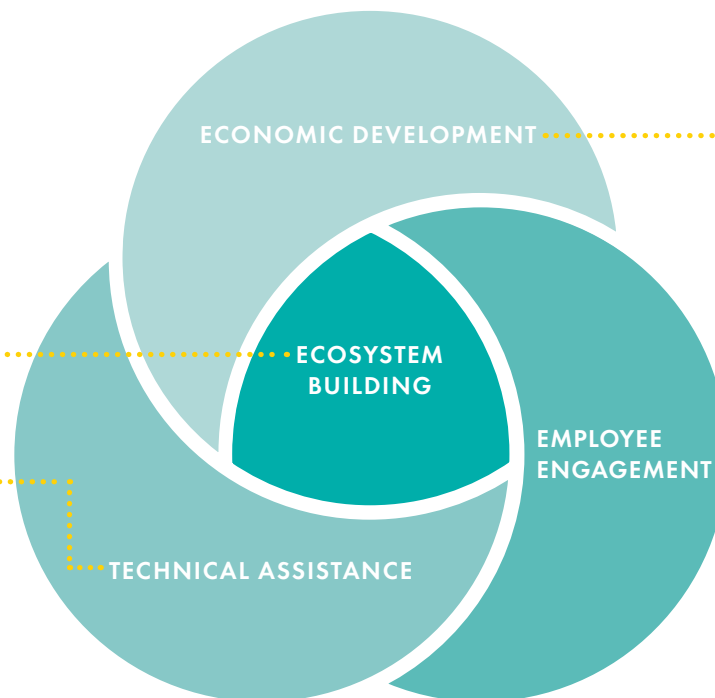
As a social enterprise, MicroMentor experts deliver curated mentoring programs to promote economic development, technical assistance, and employee engagement. Our partners use MicroMentor to add value for their employees and small business clients, connect their stakeholders, and build supportive mentoring ecosystems that reach beyond place-based initiatives. MicroMentor's partners enrich the virtual community, contribute to our global mission, and support operational sustainability.

Coalitions of corporations, nonprofits, government entities, and financial service providers are leveraging MicroMentor to connect their stakeholders in virtual ecosystems with MicroMentor.

The **European Bank for Reconstruction and Development (EBRD)** is offering MicroMentor to the MENA region through its existing small business programming and select partner financial institutions with support from regional partners like Mastercard Center for Inclusive Growth, as a key ecosystem builder for small business support.

Financial service providers see the value in offering their small business clients individualized support through MicroMentor.

Accion Opportunity Fund integrated MicroMentor into its small business lending program, providing under-resourced US entrepreneurs with the one-to-one support they need to face the challenges of the pandemic and better manage their financial resources.



Governments and non-profits add value to their entrepreneurship and small-business development programs by integrating MicroMentor into their suite of support services.

The **City of Sacramento** and MicroMentor launched a city-wide initiative to connect diverse small business owners and aspiring entrepreneurs to mentors to promote local economic resilience and growth.

Corporations offer MicroMentor to their employees as a skills-based volunteering and professional development opportunity.

Verizon launched a skills-based volunteering program in 2020 that has engaged 350 employees as volunteer business mentors, contributing to the company's goals of donating 2.5 million hours by 2025 by adding an estimated 1,000+ volunteer hours.

Partner Testimonials



"It is an amazing feeling to actually provide valuable suggestions and guidance to many who are struggling due to [the] COVID-19 crisis."

—Praveen Nidumolu, Verizon Mentor



"When we needed a partner to serve our clients... especially amidst the peak of the COVID-19 crisis... MicroMentor came with a valuable product, strong organization, superb service, and a committed team."

—Iosefa Alofaituli, Senior Director, Education and Partnerships at Accion Opportunity Fund

MicroMentor's Response to an Unprecedented Crisis

While the world adapts to a new way of doing business during the global pandemic, MicroMentor offers entrepreneurs a just-in-time virtual resource. In this unique time of need, MicroMentor has committed to serving **100,000 small businesses affected by the COVID-19 crisis over the next year.**

MicroMentor's close contact with its community during the COVID-19 crisis has confirmed that entrepreneurs are confronting extreme adversity. Yet, even when faced with reduced revenue and potential closure, entrepreneurs on MicroMentor show inspiring resilience.

Mentoring Is Key to Resilience

I'm not the first to say that 2020 was unlike any other year in recent history. The trials we faced collectively have been a lesson in humility, kindness, courage, and most of all, resilience. Along with 2020's challenges have come opportunities for reflection about how we can best reach those in need and increase access to business mentoring as a critical resource.

When COVID-19 struck a devastating blow to the global economy, MicroMentor committed to serving 100,000 affected small businesses. We mobilized a Mentor Task Force, built an index of external resources for entrepreneurs, and hosted targeted online events. The results have been inspiring: 22% of mentored entrepreneurs reported that their mentors helped them fight the impacts of COVID-19 within three months of our response's launch. With the pandemic now impacting nearly all global entrepreneurs, we wound down our task force program in November and integrated COVID-19 support into our greater community.

Virtual mentorship continues to be a safe, socially-distanced way for entrepreneurs to receive the support they need during this crisis and we are looking deeper into MicroMentor's role in the future of entrepreneurship. Not all communities have been impacted by the pandemic equally and MicroMentor's core audience—under-resourced entrepreneurs with operational businesses—are best positioned to benefit from the access to social capital that MicroMentor provides.

With this in mind, MicroMentor has continued the expansion of our programs in Latin America, Indonesia, Jordan and the MENA region, US-based BIPOC communities, and the Somali region. With a new platform launched at the end of 2019, MicroMentor is now available in five languages, increasing our global reach as demonstrated by massive growth in our community. This year, MicroMentor has grown and deepened the size and expertise of our team and built diverse new partnerships enabling us to serve the communities that need mentoring most.



While we are still in the throes of a global pandemic, we know that there are entrepreneurs around the world working to bounce back stronger than ever. Mentoring is the key; not just to surviving, but to growing and thriving after this crisis subsides. We look forward to addressing these challenges head-on as a growing organization and as a more resilient community.

—Anita Ramachandran, Executive Director



Despite the challenges, entrepreneurs remain optimistic. 60% of mentored entrepreneurs report having a positive outlook for the future.

THE IMPACT OF COVID-19 ON MICROMENTOR ENTREPRENEURS

75%

report a decrease in revenue as a result of COVID-19

12%

report being temporarily closed as a result of COVID-19

2%

report permanently closing

16%

report that they are at risk of closure

Thank you!

MicroMentor is grateful for the collaboration of our partners and champions.
Our mission would not be possible without their support.

PARTNER PROGRAMS

Accion Opportunity Fund
Association for Enterprise Opportunities
Business Mentor New York,
a program of Empire State Development
Capital One
City of Sacramento
European Bank for Reconstruction and Development
(EBRD)
Enactus Mexico
Gaza Sky Geeks
Justine Petersen
Moody's
myWay to Credit
S&P Global
Tripadvisor
US Chamber of Commerce Foundation
Verizon

THOUGHT LEADERS AND ADVISORS

ANDE
Innovation Growth Lab
Old Dominion University
Mercy Corps
MicroMentor Advisory Board
University of Oregon

FUNDERS

American Red Cross
Argidius Foundation
Bacardi
Center for Disaster Philanthropy
Google
Kauffman Foundation
Mastercard Center for Inclusive Growth
USAID Feed the Future through RiPA
S&P Global
European Union Trust Fund through STEDE
Tripadvisor
Mercy Corps COVID-19 Resilience Fund

MICROMENTOR COUNTRY AND REGIONAL PROGRAMS

MicroMentor Caribbean
MicroMentor Somali Region
MicroMentor Indonesia
MicroMentor MENA
Mercy Corps Northwest



2020 Impact Report Indicator Definitions—Appendix

MENTORING OUTCOMES—DEPTH OF MENTORING RELATIONSHIP

- A. Value of Pro-Bono Consulting**
The estimated USD value of the time and advice donated by Mentors, valued at the CECP rate for pro-bono business consulting (\$150/hr). Calculated as the product of the Average Hours of Mentoring Given, the Projected Number of Volunteer Mentors, and the pro-bono business consulting rate.
- B. Projected Number of Mentored Entrepreneurs**
The projected number of MicroMentor Entrepreneurs who received some degree of mentoring. Calculated by multiplying the percent of surveyed Entrepreneurs who reported receiving mentoring by the total MicroMentor Entrepreneur population in a given year.
- C. Projected Number of Volunteer Mentors**
The projected number of MicroMentor Mentors who gave some degree of mentoring. Calculated by multiplying the percentage of surveyed Mentors who reported participating in mentoring by the total MicroMentor Mentor population in a given year.
- D. Average Hours Mentoring Received**
The projected number of hours of business mentoring received by each mentored Entrepreneur. Self-reported, corroborated by the average number of mentoring hours given by Mentors.
- E. Average Hours of Mentoring Given**
The projected number of hours of business mentoring given by each volunteer Mentor. Self-reported, corroborated by the average number of mentoring hours received by Entrepreneurs.
- F. Mentoring Success**
The percentage of mentored entrepreneurs who reported agreeing with the following statements. Calculated by comparing self-reported scores on a 1-5 Likert scale before and after mentoring.
- a. **Accomplished Goals** — “I feel that I accomplished the mentoring goals I set with my mentor(s)”
 - b. **Value to Business** — “Mentoring has been valuable in developing my venture”
 - c. **Took Action** — “I took action based on my Mentor’s advice
 - d. **Overall Satisfaction** — “I am satisfied with my mentoring experience on MicroMentor”

MENTORING OUTCOMES – ENTREPRENEUR SKILLS AND SELF EFFICACY

- G. Entrepreneur Skills and Self-Efficacy: Overall**
The percentage of mentored Entrepreneurs who reported an aggregate increase in skills. Calculated by comparing the sum of Likert responses before and after mentoring.
- H. Entrepreneur Skills and Self-Efficacy**
The percentage of mentored Entrepreneurs who reported improved skills in one of the following areas. Calculated by comparing self-reported scores on a 1-5 Likert scale before and after mentoring.

MENTORING OUTCOMES – ENTREPRENEUR ACCESS TO RESOURCES

- I. Entrepreneur improved access to resources**
The percentage of mentored Entrepreneurs who reported having improved access to the following business resources. Calculated by comparing self-reported scores on a 1-5 Likert scale before and after mentoring.
- a. Professional networks
 - b. New export markets

- J. Outside Business Development Support**
The percent of mentored Entrepreneurs who reported having access to business development resources other than MicroMentor. Self-reported by selecting from a list of potential business development resources.
- K. Increased Access to Outside Finance**
The percentage of entrepreneurs who reported receiving more grant and/or debt financing at endline.

MENTORING IMPACTS – BUSINESS STARTS AND SURVIVAL

- L. New Businesses Started**
The rate of mentored Entrepreneurs who reported advancing their business from “idea” stage to any operational business stage (“operational,” “revenue-generating,” or “profitable”) multiplied by the Projected Number of Mentored Entrepreneurs in a given year.
- M. Business Survival Rate**
The rate of business survival for mentored Entrepreneurs. Calculated using the number of businesses with an operational business stage (operational, revenue-generating, or profitable) both before and after mentoring. Businesses that reported regressing to the idea stage were considered to not have survived.

MENTORING IMPACTS – BUSINESS GROWTH

- N. Average Jobs Created and Average Jobs Safeguarded**
The average number of jobs created by entrepreneurs with an operational business. Calculated by comparing the self-reported number of employees (weighted for full time - 1, part-time - 0.5 and temporary - 0.25) at baseline and endline.
- a. **Average Jobs Created as a Result of Mentoring**
The net Average of Jobs Created as a Result of Mentoring. Calculated by subtracting the average number of jobs created by non-mentored Entrepreneurs from the average number of jobs created by mentored Entrepreneurs.
 - b. **Estimated Number of Jobs Created as a Result of Mentoring**
The Estimated total Number of Jobs Created as a Result of Mentoring. Calculated by multiplying the average number of jobs created as a result of mentoring by the Projected Number of Mentored Entrepreneurs in a given year.
 - c. **Cost per Job Created**
The total MicroMentor operating budget divided by the Estimated Number of Jobs Created as a Result of Mentoring.
 - d. **Jobs Safeguarded as a Result of Mentoring**
Calculated by subtracting the average number of jobs retained by non-mentored Entrepreneurs from the average number of jobs retained by mentored Entrepreneurs.
- O. Revenue Increase**
The percent of mentored Entrepreneurs who reported increasing their revenue. Calculated by comparing self-reported revenue before and after mentoring.
- a. **Degree of Revenue Increase**
The average percent of revenue increase for mentored Entrepreneurs who reported increased revenue.
 - b. **Rate of Revenue Increase**
The number of entrepreneurs who reported that their revenue was higher in the endline survey than it was in the baseline survey.

MENTORING OUTCOMES – MENTOR SATISFACTION AND SKILL DEVELOPMENT

- P. Mentor Sentiment**
The percentage of mentors who reported agreeing with the following statements. Calculated by comparing self-reported scores on a 1-5 Likert scale before and after mentoring.

- a. **Benefit from Mentoring** — “I feel that I benefited from my mentoring experience”
 - b. **Relevance to growth** — “I feel that the mentoring experience was relevant to my professional and personal growth”
 - c. **Improved understanding** — “I feel that I have developed a better understanding of the challenges and issues faced by Entrepreneurs”
 - d. **Social impact** — “I feel that I have made a positive social impact through mentoring”
 - e. **Sense of purpose** — “I feel that I have a greater sense of purpose as a result of my participation on MicroMentor”
- Q. Mentor Skills and Self-Efficacy**
The percentage of mentors who reported improved skills in one of the following areas. Calculated by comparing self-reported scores on a 1-5 likert scale before and after mentoring.
- a. **Collaboration** — “Collaboration skills”
 - b. **Critical Thinking** — “Critical thinking and problem solving skills”
 - c. **Innovative Solutions** — “Ability to develop innovative solutions”
 - d. **Communication** — “Communication skills”
 - e. **Leadership** — “Leadership and coaching skills”
 - f. **Project Management** — “Project management skills”
 - g. **Influence Others** — “Ability to influence views and behaviors of others”
 - h. **Motivate Others** — “Ability to motivate others”

IMPACTS OF COVID-19

- R. COVID-19 Impact on Revenue**
The percentage of entrepreneurs who answered a question on the impacts of COVID-19 that reported a decrease in revenue.
- S. Risk of Closure Due to COVID-19**
The percentage of entrepreneurs who answered a question on the impacts of COVID-19 who reported they were at risk of closure, temporarily closed, or permanently closed.
- T. Assistance from Mentors**
The percentage of reporting entrepreneurs who indicated that their mentor was able to help them specifically with the impacts of COVID-19.
- U. Outlook During COVID-19**
A 1-5 likert rating of outlook for the future of an entrepreneur’s business in light of COVID-19.



**Find the business help you need.
Share the knowledge you have.**

MicroMentor.org

Are you looking for an employee engagement program or
do you want to launch your custom mentoring initiative?

Visit solutions.micromentor.org

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partnerships@micromentor.org

IMPACT REPORT TEAM

Carnell White, Impact and Storytelling Intern

Emily Joy, Business Solutions and MERL Manager

Katy Mitchell, Digital Marketing Specialist

Paoa Wandke, MERL Specialist