

# Inclusive Entrepreneurship Cluster Final Report

## “Hustle Winston-Salem”

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### OVERVIEW

The purpose of the cluster was to endeavor to move systems of race, gender, class, and power in Winston-Salem as they related to the entrepreneurial ecosystem and the creation of abundance for all communities. The project sought to engage an active cross-section of community leaders and business owners to devise interventions to support new and potential business ventures helmed by racial minorities, women, and those located in low-income commercial neighborhoods. We accomplished this through creative and data-driven storytelling that built new trusts within the community. The only mission driven shift was the removal of ‘creatives’ as a target group (During a conversation with a leader of a local organization that serves creative entrepreneurs, we were assured that the creative entrepreneurial community is currently well-served by the existing organization and its resources and is not, in fact, underserved. The category of ‘women’ was added in its stead). All of this led to the culmination of **HUSTLE** Winston-Salem, an inclusive social movement focused on “us”- underserved entrepreneurs, service providers, and stakeholders- in the local community.

### FINAL REPORT/ ACTIVITIES

*Activities completed, including how they changed from the original plan*

**Initial Plan:** Early ideas circulated around focusing on one community in Winston-Salem, on-the-ground information gathering as a way to connect with the community, and more as outlined below:

#### 1. Mobile Intake Office

A mobile ‘entrepreneur intake office’ will be created that is designed to be setup at high-profile community events throughout the year and/or taken to strategic locations or hubs of community or business activity in East Winston neighborhoods. The kit would be manned by cluster staff during the Innovation Lab, testing it in multiple neighborhoods and at several locations including the existing Enterprise Center. The long-term goal would be to setup an annual calendar of appearances that would be maintained by the existing Entrepreneurship Ecosystem Partner group led by Allan Younger. The mobile kit will include:

- Basic info on how to startup a business in Winston-Salem

- Information of the many benefits of entrepreneurship (personal, economic, family, and community) collateral from local providers of entrepreneurial education, counseling,

funding, and other resources

- Calendar of upcoming related events
- Branded table covering
- Branded pop-up banner stand
- Branded promotional gifts (pens, magnets, etc.)
- Branded name-tags for booth reps
- Questionnaire/ in-take sheets

## 2. Mobile/Web App

A new dynamic and interactive website would be created that will serve as an onramp for aspiring and existing entrepreneurs be motivated and inspired for the entrepreneurial journey, to learn about and access local resources, and to provide valuable data and feedback to local service providers. The information would not only be used to help the end-user, but also provide key demographics and metrics to local service providers that will allow them to better tailor existing and future programming to meet the needs of the community. The website will include:

- Focus on mobile app to reach target market who utilize mobile devices as their primary tool for communication and acquiring information.

- Rich media presentation(s) about entrepreneurship in W-S

- Video and brief written profiles of a diverse successful local entrepreneurs

- Interactive/skip logic questionnaire to identify their interests, needs, and barriers

- A customized list of next steps and resource links based on their input

- An assigned in-take 'guide' from one of the local service providers, auto assigned based on their input.

## 3. Multimedia Campaign

A multi-channel marketing and advertising campaign (in partnership with local marketing and media agencies) will be created to inspire and motivate local and diverse entrepreneurship in Winston-Salem. The goal of the campaign will be to drive individuals to either the Mobile/Web App and to build brand awareness for the Mobile Intake Office appearances. The campaign will be designed to reach into the Winston-Salem community through a variety of channels to encourage entrepreneurial thinking, aspirations, and explorations. The campaign will feature the faces and stories of actual successful entrepreneurs in our city that represent a true cross section of industries, passions, races, genders, ages, neighborhoods, etc. A dynamic brand will be created that resonates with a diverse audience and reaches them through a variety of methods including:

- Content for On-Ramp website
- Postcards
- Posters

Social media  
Print ads  
TV commercials  
Billboard

**More Developed Plan: Storytelling (#hustleWS)**

As mentioned, we wanted to develop and engage a prototype that would create a more equitable and abundant Winston-Salem through building trust for (a) entrepreneurs by inspiring self-identification and pursuit of entrepreneurial activities, (b) service providers by spurring the development of more effective programming and services that meet entrepreneurs where they are, and (c) stakeholders by encouraging more deliberate community investment through a greater understanding of the needs of the target community.

With the guidance of an advisory group of existing and emerging entrepreneurs (Facebook Group) and input from the Entrepreneurial Ecosystem, our cluster continued to pursue interventions to develop prototypes that would facilitate a deeper understanding across the ecosystem (entrepreneurs, service providers, and stakeholders) by creatively telling the stories of each group and attempting to shift perceptions that will spur new thinking and behaviors. We decided to undertake the following three prototypes:

1. #hustlews Campaign — we developed an multichannel awareness campaign that includes:

O #hustlews Featured Entrepreneurs- we created profiles and told the stories of 10 entrepreneurs that represent a cross-section of our target communities (entrepreneurs varied in race, gender, age, neighborhood, stage of business, and sector). We created a campaign that included a promo video, brief video stories, a photo spread, and social media posts/paid ads for each of the entrepreneurs. We also created general promos for the campaign.

O #hustlews Stories- we aimed to create 2-3 minute video clips of interviews conducted on-the-spot (captured with cell phones) with entrepreneurs, service providers, and stakeholders throughout the community and with experts from the Forward City project.

O #hustlews Challenge- we wanted to issue a social media call-to-action to the members of our Facebook groups and local entrepreneurs to submit their own video clip describing their 'hustle' (their unique story of entrepreneurial aspiration/work).

2. Hustlews.com Website- we created a dynamic, media-rich website experience for existing and aspiring that contains:

- Membership Questionnaire that allows access to website features and provides key data that will be shared with service providers
- #hustlews Featured Entrepreneur profiles
- #hustlews Challenge and link to Facebook page
- Categorized directory of resources, service providers, and startup tools

3. #hustlews Town Hall- we hosted an inclusive entrepreneurship Town Hall. The event featured a screening of strategically selected clips from the awareness campaign followed by a panel/town hall-style community conversation.

**Final Executed Plan: HUSTLE Winston-Salem**

With some updates to the above (such as eliminating the creative entrepreneurial community as part of our target group), we moved forward with the HUSTLE Winston-Salem Storytelling prototype. We conducted planning and implementation of a multichannel awareness campaign:

1. Featured Entrepreneurs- we identified 10 entrepreneurs that represent a cross-section of our target communities (entrepreneurs vary in race, gender, age, neighborhood, stage of business, and sector). We conducted extensive video interviews and professional photo shoots with each entrepreneur. Photo and video editing was completed.

2. Short Stories- we conducted and received completed questionnaires from and conducted video interviews of entrepreneurs, service providers, and stakeholders throughout the community as follows:

- Facebook Advisory Group
- Hispanic Mixer Event
- Entrepreneurial Ecosystem Partners
- SYN(HER)GY Night (women entrepreneurs)

HUSTLE Winston-Salem Brand- we created a dynamic brand that captures the spirit of the HUSTLE campaign and project:

1. A variety of logo treatments
2. A variety of additional brand elements
3. Web landing page which expresses the campaign mission
4. Online questionnaire for entrepreneurs and service providers

HUSTLE Winston-Salem Screening- we have conceived and planned stages of a screening event and community conversation that featured our edited video stories and findings gleaned from our questionnaires.

HUSTLE Winston-Salem Promotion- we launched and actively maintained promotional efforts for the campaign and its mission. This was done through Facebook campaign, video invitation, radio commercial script, and more.

**Activities Completed:**

- Refined cluster mission and project plan
- Redefined cluster roles based on active participation
- Culled key learning and assumptions from original cluster work
- Further defined prototypes at retreat and made team assignments
- Gained key insights from researcher at retreat
- Explore the most effective methods for entrepreneurial outreach and research
- Refined the role of the arts and creative processes including our focus on storytelling
- Met with the Entrepreneurial Ecosystem Partners and shared our work
- Met with EMCArts Facilitator to help further refine prototypes
- Developed and implemented a core team and regular meeting times
- Developed and implemented a creative team and regular meeting times
- Developed and launched Facebook group for target entrepreneurs
- Recruit additional cluster members from the community
- Added cluster member to assist in building relationships within the Hispanic community
- Developed budget
- Met with members of other clusters to explore synergies
- Conducted preliminary creative meetings to shape goals of storytelling campaign
- Picked a brand name to represent the prototypes within the community
- Bi-weekly core team meetings and weekly creative team meetings
- Finalized prototypes
- Engaged Facebook advisory group outreach
- Development of #hustlews logo, brand, and brand story
- Launch of Hustlews.com landing page and #hustlews Stories submission info
- Call for #hustlews Stories submissions
- Selected featured entrepreneurs

- Pre-production for #hustlews featured entrepreneur video/photography shoots
- M/WBE & Facebook Group gathering & #hustlews Stories and shoot
- Hispanic entrepreneurial community outreach gathering & #hustlews Stories and video shoot
- Development of full Hustlews.com website
- Development and approval of membership questionnaire
- #hustlews featured entrepreneur video/photography shoots
- #hustlews Stories video shoot in conjunction with the Entrepreneurial Ecosystem Partners at their quarterly meeting
- Recruiting of Hustlews.com website calendar participation from partners
- Planning of #hustlews Town Hall and screening
- Selection of clips for #hustlews Town Hall screening
- Collection of analytics and feedback from Facebook group
- Writing and submission of full work plan, funding letters, and budgets
- Launched Facebook ads
- Collection of incoming data from Hustlews.com questionnaire
- #hustlews Town Hall and screening
- Project assessment, post-survey, and recommended next steps
- Continued collection of incoming data from Hustlews.com questionnaire
- Engagement of and report of full project to Entrepreneurial Ecosystem
- Completion and Submission of final project report

## **USE OF THE SUPPORT GRANT FUNDS**

Outlined on the following pages are the use of funds during the three phases of the project.

PHASE 1	Budgeted Amount		Actual Expenses	
	<i>P1 budget request</i>		Actual	Under/(Over)
			Expenses	Budget
<b>PROJECT EXPENSES</b>				
Project Lead	\$ 1,800.00	\$ 1,800.00	\$ -	
Photography	\$ 100.00		\$ 100.00	
<b>RESEARCH/CONTENT SPECIALIST</b>				
Content Specialist	\$ 1,000.00	\$ 1,000.00	\$ -	
Community Research	\$ 3,000.00	\$ 3,000.00	\$ -	
	<i>Kenan Funds</i>	<i>Total Expense</i>	<i>Remaining</i>	
PHASE 1	\$ 5,900.00	\$ 5,800.00	\$ 100.00	Carryover to Phase 3
<b>PHASE 2</b>	Budgeted Amount		Actual Expenses	
	<i>P2 budget request</i>		Actual	Under/(Over)
			Expenses	Budget
<b>PROJECT ADMINISTRATION</b>				
Project Manager	\$ 4,500.00	\$ 4,500.00	\$ -	
Project Coordinator	\$ 2,000.00	\$ 2,000.00	\$ -	
<b>AWARENESS CAMPAIGN</b>				
Marketing/Web Services	\$ 9,000.00	\$ 9,000.00	\$ -	
Media Prod/Documentation	\$ 8,000.00	\$ 8,000.00	\$ -	
Branding/Copywriting	\$ 1,000.00	\$ 500.00	\$ 500.00	
Social Media Management	\$ 500.00	\$ 500.00	\$ -	
<b>Miscellaneous</b>				
Printing	\$ 400.00		\$ 400.00	
Survey/Participant Incentives	\$ 200.00		\$ 200.00	
Paid Social Advertising	\$ 1,000.00		\$ 1,000.00	
Catering/Craft Services	\$ 1,500.00	\$ 796.51	\$ 703.49	
<b>RESEARCH/CONTENT SPECIALIST</b>				
Inclusive Entrepreneurship	\$ 1,000.00		\$ 1,000.00	
	<i>Kenan Funds</i>	<i>Total Expense</i>	<i>Remaining</i>	
PHASE 2	\$ 29,100.00	\$ 25,296.51	\$ 3,803.49	Carryover to Phase 3
			\$ 3,903.49	Total Carryover
<b>ADDITIONAL APPROVED EXPENSE</b>				
Indatainment		\$ 450.00		Will be deducted from Phase 3 request

PHASE 3	Budgeted Amount			Actual Expenses	
	<i>P3 budget request</i>	<i>P1 &amp; 2 Carryover</i>	<i>Total P3 Budget</i>	<i>Actual Expenses</i>	<i>Under/(Over) Budget</i>
<b>PROJECT ADMINISTRATION</b>					
Project Manager	\$ 2,200.00		\$ 2,200.00	\$ 2,800.00	\$ (600.00)
Project Coordinator	\$ 1,200.00		\$ 1,200.00	\$ 1,200.00	\$ -
<b>CONTRACTORS</b>					
Marketing/Web Services	\$ 5,100.00		\$ 5,100.00	\$ 5,000.00	\$ 100.00
Media Prod/Documentation	\$ 1,900.00	\$ 100.00	\$ 2,000.00	\$ 1,900.00	\$ 100.00
Branding/Copywriting	\$ 400.00	\$ 500.00	\$ 900.00	\$ 800.00	\$ 100.00
Social Media Management	\$ 300.00		\$ 300.00		\$ 300.00
Master of Ceremonies	\$ 200.00		\$ 200.00	\$ 200.00	\$ -
Hispanic Comm. Outreach	\$ 200.00		\$ 200.00	\$ 200.00	\$ -
Financial Administrator	\$ 600.00		\$ 600.00	\$ 600.00	\$ -
<b>MARKETING</b>					
Printing	\$ 1,500.00	\$ 400.00	\$ 1,900.00	\$ 1,433.74	\$ 466.26
Survey Participant Incentives	\$ 300.00	\$ 200.00	\$ 500.00	\$ 200.00	\$ 300.00
Advertising/Promotion	\$ -	\$ 1,000.00	\$ 1,000.00	\$ 250.00	\$ 750.00
Postage	\$ 50.00		\$ 50.00		\$ 50.00
<b>EVENT</b>					
Catering/Craft Services	\$ 1,600.00	\$ 703.49	\$ 2,303.49	\$ 2,331.06	\$ (27.57)
Décor/Stage/Set Up Costs	\$ 750.00		\$ 750.00	\$ 1,623.63	\$ (873.63)
Insurance	\$ 150.00		\$ 150.00		\$ 150.00
Branded/Promo Giveaways	\$ 550.00		\$ 550.00	\$ 689.29	\$ (139.29)
Miscellaneous	\$ 50.00		\$ 50.00	\$ 200.00	\$ (150.00)

## **CHALLENGES AND/OR UNANTICIPATED EVENTS AND OUTCOMES**

We experienced quite a few challenges throughout the duration of the cluster process. See details below:

**HUSTLE Town Hall:** Leading up to the Hustle Town Hall event, the vendor responsible for editing our featured entrepreneur video - the primary element and catalyst for the conversation -- was unable to complete the task. The missed deadline put our team into a frenzy as the Cluster Lead scrambled to complete the videos before the event. Cluster members also adjusted their roles to meet the new dynamics. We were unable to finish the video editing process and modified the program so that only a few videos featuring local entrepreneurs screened. Most of the attendees were unaware of the program changes. In fact, many of them commented on the renewed energy and inspiration they felt following the event.

Our team; however, felt our execution did not best reflect the excellence we strive for in our work. When we debriefed, we realized the situation undercut the trust and collaborative approach we worked so hard to establish because improved communication among our team may have remedied the situation. The experience allowed us all to glean valuable leadership and teamwork lessons, including communicating concerns early, maintaining deadlines as best we can, and exercising humility and vulnerability when we need help completing a task.

Interestingly, the experience also illuminated very important racial and gender dynamics within our team. As a team comprised mostly of people of color and women, we are very aware how negative stereotypes and societal representations impact people's perceptions of our capabilities. As a result, when we host a program, there's a tacit agreement among all of us that it must be "exceptional." The "exceptional rule" is in place because the racism and patriarchy deeply embedded in our society creates an inherent distrust in people of color and women leaders, meaning our work will be more scrutinized or even worse, discredited.

The "exceptional rule" for us and many minorities is one of our best attempts through credible and outstanding work "to prove" ourselves deserving of leadership roles, resources, and recognition among dominant groups. Members of minority identity groups are most often viewed as part of a collective rather than as individuals, so an individual minority's success feels paramount because it potentially helps resist and recast these negative portrayals for all. For example, one might consider how people use the success of someone like Oprah Winfrey or a black valedictorian to discredit the inherent discrimination in society with claims that if they can do, all black people,

women can achieve success. While true to a degree, the current societal and cultural conditions make these individuals the exception rather than the norm.

The “exceptional rule” is personally taxing because of these unjust external pressures and the internal anxiety, fatigue, and relentlessness it creates in minority communities. The efforts also don’t directly address or publically acknowledge the systemic and discriminatory conditions that create this type of behavior as mentioned above. Considering this, the unanticipated challenge with the video at our culminating event and the resulting impact it had on our team felt like a huge loss because we thought it not only impacted us but others who are seeking equal access and unbiased support for their work, dreams, ideas.

**Cluster Member Engagement:** Our initial cluster group consisted of representatives from across the community, including a representative from United Way, Winston-Salem Urban League, Forsyth County Economic Development, the Center for Creative Economy, Flywheel Co-work, among other entrepreneurial service providers, and local entrepreneurs from across the community.

The group was a thorough collection of individuals and entities addressing our community’s economic challenges and advancing initiatives to catalyze its growth. Given the experimental nature of the cluster process and undefined time commitments, it was very difficult to retain all members of the cluster. Many of the service providers and community services abandoned the work early on in the process because they could not commit to the process even with ongoing communication and projected timelines. Who remained were a team of highly skilled, diverse entrepreneurs across creative industries and experiences. This “core cluster group” and their status as entrepreneurs transformed the work into a grassroots effort led by the key constituent group we hoped to empower and support through our community innovation lab activities.

**Race, Class, Power, and Gender Dynamics:** As mentioned above, the Core Cluster Group consisted of mostly of people of color and women. We were tasked with understanding how race, class, and power impact entrepreneurial opportunity in Winston-Salem. In the course of exploring these dynamics in Winston-Salem, our core cluster group recognized how these dynamics also impacted our ability to do the work. We anticipated racism, but instead were met with classism. Quite hilariously, it took us some time to realize that the resistance we encountered at first was due to our status, or lack thereof. As we watched one of our cluster members social status rise, we began to get more attention from that powers that be. Speaking of power, we quickly realized that in our community power responds to power. Providing the purpose of of the project

was not enough to get a reaction from organizations throughout the city. In order for us to make an initial impact with service providers and stakeholders, we had to leverage our individual relationships to get some “big names” in the community involved. We were surprised (and hurt) by the number of women leaders that did not step up that we had hoped would support this initiative from its inception. All of the aforementioned definitely stifled our cluster work for some time. We had a few weeks of stand still as we tried to determine the best next steps. Ultimately, we decided the resistance we were receiving whether it was based on the color of our skin, our social or political status, or our gender or preferences is exactly why HUSTLE is necessary in the community. We realized we needed to experience everything we did to re-confirm that the work of inclusive entrepreneurship needs to be filled in Winston-Salem.

**Time Constraints:** Because the Core Cluster Group consisted mostly of entrepreneurs and working professionals, we juggled work and life commitments with the work of the cluster. At times, these constraints made it difficult to advance the work or find a time that met everyone’s schedules. In the end, we were able to complete most of the tasks but it was very hard to do so.

**Power of Storytelling:** We elected to use storytelling as our medium for exploring how race, class, and gender impact entrepreneurial opportunity in Winston-Salem. The method was illuminating as entrepreneurs candidly shared their experiences launching and developing their business in the community. The personal nature of storytelling offered us a fluid medium to hear multiple perspectives and encounter narratives that challenged our own understanding of entrepreneurial access and success in the community. Storytelling as a method also resonated well with community members as they were able to draw inspiration, feel validated, and see and hear their personal experiences reflected in the stories our diverse set of featured entrepreneurs.

**Strong Community Response to Campaign and Community Conversation Event:** While the Core Cluster was hopeful our campaign would resonate in the community, we did not anticipate the overwhelming excitement and energy it would inspire in local entrepreneurs, entrepreneurial service providers, elected officials, and community leaders. When the Hustle Winston-Salem campaign launched and registration opened for our Community Conversation event more than 275 community members secured an RSVP with many others visiting the [hustlews.com](http://hustlews.com) website to find out more and stay connected to the work. Prior to the event, we filmed a promotional video that featured key community leaders, including higher education leaders, the mayor and city council representatives, entrepreneurial service providers, local entrepreneurs, and members of the cluster. The support the video from influential community leaders was a small taste of what we would experience at the event. Residents heard from Community Innovation

Lab investors and community members through panel discussions as well as offered recommendations for how to make the entrepreneurial community more inclusive. Another indicator of the positive reception by the community includes our invitation by several service providers, including Venture Cafe to partner on upcoming initiatives.

**Cohesion of our team:** EMCArts consistently recognized our team as high-performing because of our commitment, organization, impact, and passion for the cluster project. Each of the member of the Core Cluster had a functional expertise that made the execution of the work much more impactful and easier. From events and creative communication to intercultural education and business strategy, our individual experiences complemented the work and one another, collectively enabling us to develop a deep trust, brainstorm creative and innovative ideas, and deliver on assigned tasks when necessary.

**Embraced by the media and willingness to cover our efforts:** We garnered lots of earned media coverage for our cluster, including postings and coverage in the following media outlets:

- WXII
- Winston-Salem Journal
- 88.5 FM (NPR Affiliate)

## **EVIDENCE OF OUTCOMES/IMPACTS OF PROTOTYPING**

### **Event Registration and Attendance:**

277 people from across the community registered to attend the community conversation event with close to 200 actually attending.

### **Entrepreneurial Survey Response:**

101 responses from local entrepreneurs from diverse industries and sectors

### **Entrepreneurial Service Providers Response:**

2 responses out of 16 service providers contacted for the survey (elected not to include data because of small response rate)

### **Digital Analytics:**

Facebook Total Page Impresses: 24,071

Facebook Total Post Reach: 11,607

Facebook Page Likes: 90

Facebook Video Views: 119

Youtube Video Views: 1001

### **Monthly Website Visits**

Jan: 3,000

Feb: 2,000

Mar: 3,000

Apr: 7,500

### **NARRATIVE AROUND TEAM DYNAMICS**

*How has the Team come together? Shifted roles? Built relationships?*

Each of the member of the Core Cluster had a functional expertise that made the execution of the work much more impactful and easier. From events and creative communication to intercultural education and business strategy, our individual experiences complemented the work and one another, collectively enabling us to develop a deep trust, brainstorm creative and innovative ideas, and deliver on assigned tasks when necessary. As mentioned earlier, this group emerged when other community members were unable to commit to the project. Fay Horwitt, Chief Executive Officer of SynHERgy/InnovateHER at the time served as project lead, convening the group and organizing us around the completion of important tasks. Her leadership also enabled each core cluster member to bring their whole selves to the work, making the core cluster more of a leaderfull/collaborative environment rather than a hierarchical one. Fay's style of leadership and that from the rest of the group ensured we were most effective.

### **Entrepreneur Survey Response Summary:**

On January 27, 2017, the inclusive entrepreneurship cluster launched the local entrepreneur survey to understand entrepreneurial opportunity in Winston-Salem and how race, class, and power impact entrepreneurial access and success. To date, 61 local entrepreneurs responded to the online survey, offering their experiences as input for developing a local entrepreneurial ecosystem that's inclusive to all.

In addition to the online survey, the cluster administered a qualitative assessment to local entrepreneurs that included a series of interview questions also about entrepreneurial opportunity and accessibility in Winston-Salem. To date, 40 local entrepreneurs participated in the interviews, bringing our total assessment participation number to 101 local entrepreneurs. The content of this report summarizes the data from the online survey and the qualitative assessment. Full report details are available upon request.

## Demographic Breakdown of Online Survey Participants

### *Race/Ethnicity*

Asian	6.56%	4
Black or African-American	44.26%	27
Hispanic or Latino	3.28%	2
White or Caucasian	44.26%	27
American Indian or Alaskan Native	0.00%	0
Native Hawaiian or Other Pacific Islander	0.00%	0
Other (please specify) <b>Responses</b>	1.64%	1
Asian American 4/4/2017 9:05 PM		

### *Gender*

Female	63.93%	39
Male	36.07%	22

### *Income Levels*

Single-income home	39.34%	24
Dual-income home	57.38%	35
Fixed-income home	0.00%	0
No current income	3.28%	2

## Age

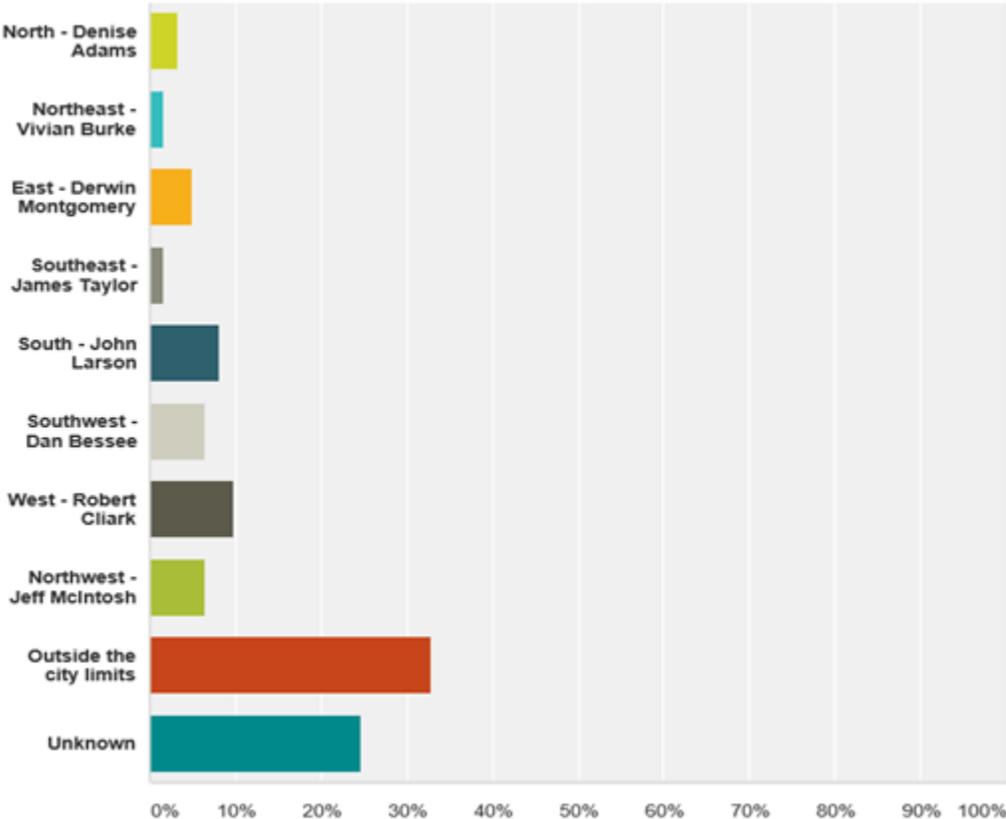
<b>Under 18</b>	<b>0.00%</b>	<b>0</b>
<b>18 - 25</b>	<b>3.28%</b>	<b>2</b>
<b>26 - 35</b>	<b>22.95%</b>	<b>14</b>
<b>36-45</b>	<b>31.15%</b>	<b>19</b>
<b>46-55</b>	<b>24.59%</b>	<b>15</b>
<b>56-65</b>	<b>14.75%</b>	<b>9</b>
<b>Over 65</b>	<b>3.28%</b>	<b>2</b>

## Education Levels

Most of the entrepreneurs who took the survey indicated experience with higher education; however, as we look to expand entrepreneurial opportunity to the broader community we must consider individuals who are high school drop outs or whose educational experience may be limited to a high school diploma or a GED. Their experience is vital because they are often overlooked in terms of programming needs and skills development. Their involvement will be imperative as we look to develop a thriving local economy.

<b>Did not complete high school</b>	<b>0.00%</b>	<b>0</b>
<b>High school diploma</b>	<b>4.92%</b>	<b>3</b>
<b>Some College</b>	<b>18.03%</b>	<b>11</b>
<b>College Degree</b>	<b>45.90%</b>	<b>28</b>
<b>Post-Graduate Degree</b>	<b>31.15%</b>	<b>19</b>

*Voting Districts*



Most entrepreneurs surveyed reside in voting wards outside the city limits; however, we consider it possible that the selection of “Outside the City Limits” may have also been chosen by those who did not know or recognize the actual name of their ward.

The representation across the community indicates the need to have investments in all areas of city, particularly those areas with very limited activity or infrastructure investment.

*Business Category Breakdown for Online Survey Participants*

Accounting, Auditing, Bookkeeping, Taxes	2.50%	1
Advertising, Marketing, PR, Design	10.00%	4
Artist, Crafts, Galleries, Photography	10.00%	4
Attorneys, Legal Services, Insurance	2.50%	1
Auto Sales Service, Parts, Repair	2.50%	1
Business, Employment, Computer Services	12.50%	5
Childcare, Elder Care, Family Services	7.50%	3
Churches, Spiritual Guidance	5.00%	2
Consulting Service, Educational Services	22.50%	9
Entertainment, Clubs, Recreation	7.50%	3
Event & Meeting Services	5.00%	2
Home Services, Moving, Storage	2.50%	1
Non-Profit Organizations, Social Clubs	12.50%	5
Personal Care, Health, Fitness, Wellness	20.00%	8
Physicians, Surgeons, Dentists	0.00%	0
Publishers, Printing, Publications, Media	0.00%	0
Residential/Commercial Property	5.00%	2
Restaurants, Beverage, Caterers, Food Service	12.50%	5
Retailers (Brick & Mortar, E-commerce)	7.50%	3
Transportation, Travel, Tourism	2.50%	1
<b>Other (please specify)</b>	<b>17.50%</b>	<b>7</b>

[Responses](#)

Education

5/12/2017 6:30 AM

Cellphone, iPad, Tablet, Gaming Devices and Computer Repair

4/11/2017 11:05 PM

Cosmetology and Make Up artistry

4/10/2017 6:50 AM

Urban Farming Operative.

3/27/2017 3:40 PM

Financial Services (that's a big one you missed)

3/24/2017 3:36 PM

Clothing alteration

3/24/2017 11:30 AM

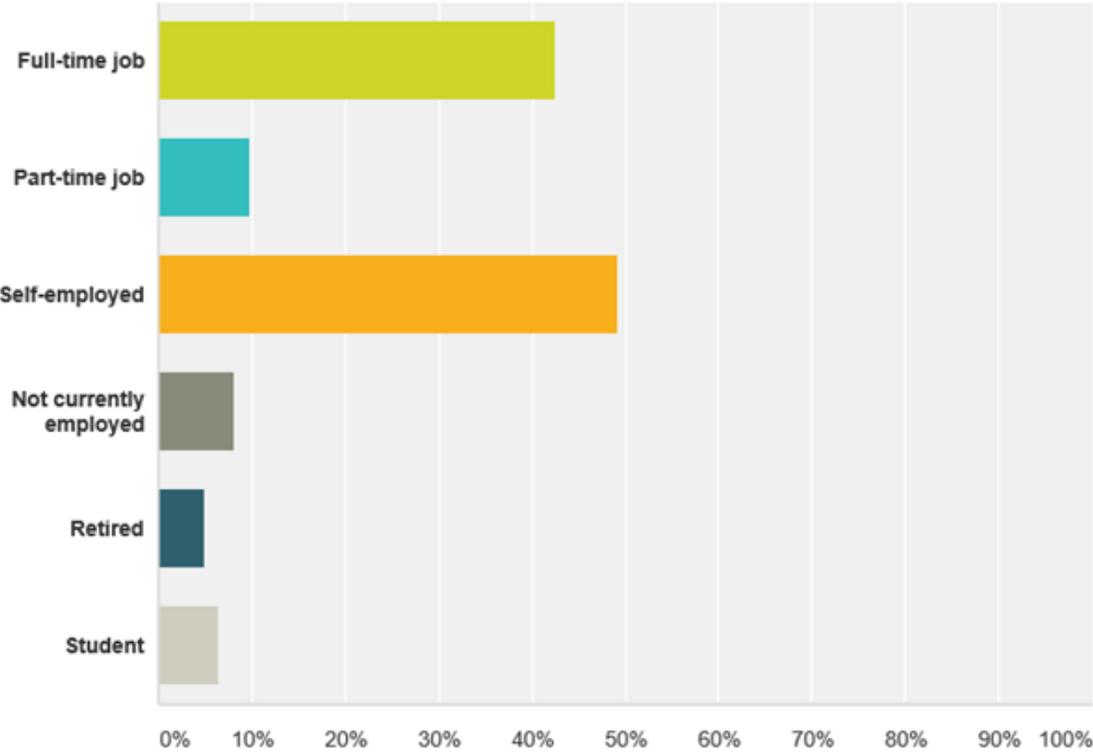
Medical Case Management

2/10/2017 1:48 PM

# Lifestyle Factors Impacting Entrepreneurial Opportunity

## Employment Status

More than half of the participants indicated that they were working either a full-time or part-time job in addition to pursuing their own ventures. The finding is noteworthy, particularly for entrepreneurial service providers considering how to increase engagement and how to align their programs and offerings to meet the needs of entrepreneurs with such demanding schedules.

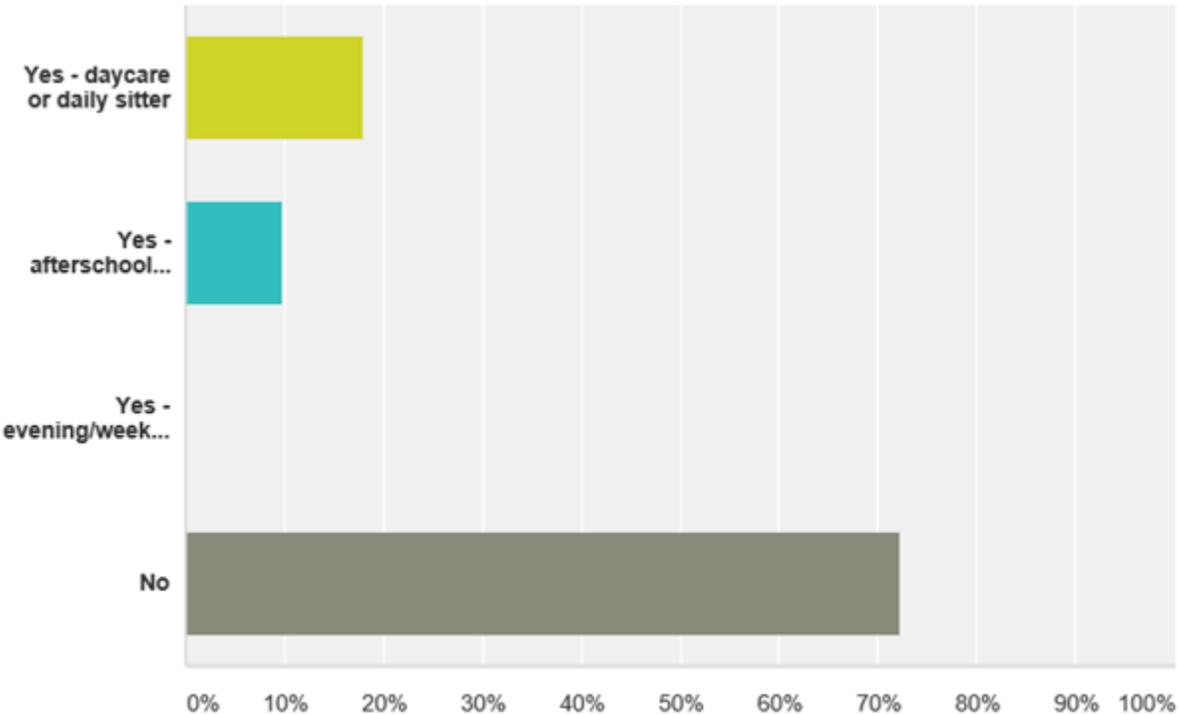


Full-time job	42.62%	26
Part-time job	9.84%	6
Self-employed	49.18%	30
Not currently employed	8.20%	5
Retired	4.92%	3
Student	6.56%	4

*Transportation used to conduct business*

Own/lease a reliable vehicle	93.44%	57
Own/lease an unreliable vehicle	3.28%	2
Take public transportation	1.64%	1
Get rides from friends/family	3.28%	2
Walk	0.00%	0

*Childcare costs*



Yes - daycare or daily sitter	18.03%	11
Yes - afterschool care / summer care	9.84%	6
Yes - evening/weekend sitter	0.00%	0
No	72.13%	44

A quarter of participants indicated a need for child care, which means creating programs that accommodate children or that allows for on-demand education or virtual engagement are important measures for entrepreneurs who must prioritize their family over participation in evening programs or other opportunities.

**Open-ended responses regarding entrepreneurial motivation and focus**

Participants responded to several opened ended questions that examined their motivation and entrepreneurial skills and development. A summary of their responses are included below:

### **What is an entrepreneur?**

When asked what an entrepreneur is, forty participants responded with a wide variety of answers. While many responded that an entrepreneur is a business owner, much of the responses defined entrepreneurs according to specific value and character traits. Common themes were:

- Self-starter
- Leader
- Passionate
- Creator
- Innovative
- Determined
- Risk-taker
- Willing to serve others/their community

### **Select responses from participants:**

*“A person with a leadership spirit. Having the ability to create a path for earned income by marrying the world's need and your passion; with the hopes of making money and a difference”*

*“I define an entrepreneur as someone who is inspired to not only change their life, in pursuit of their dreams but also inspired to change the world.”*

*“A person willing to step outside of his/her personal comfort zone and impact the lives of others through the products and services s/he provides and the economic opportunities s/he creates through employment.”*

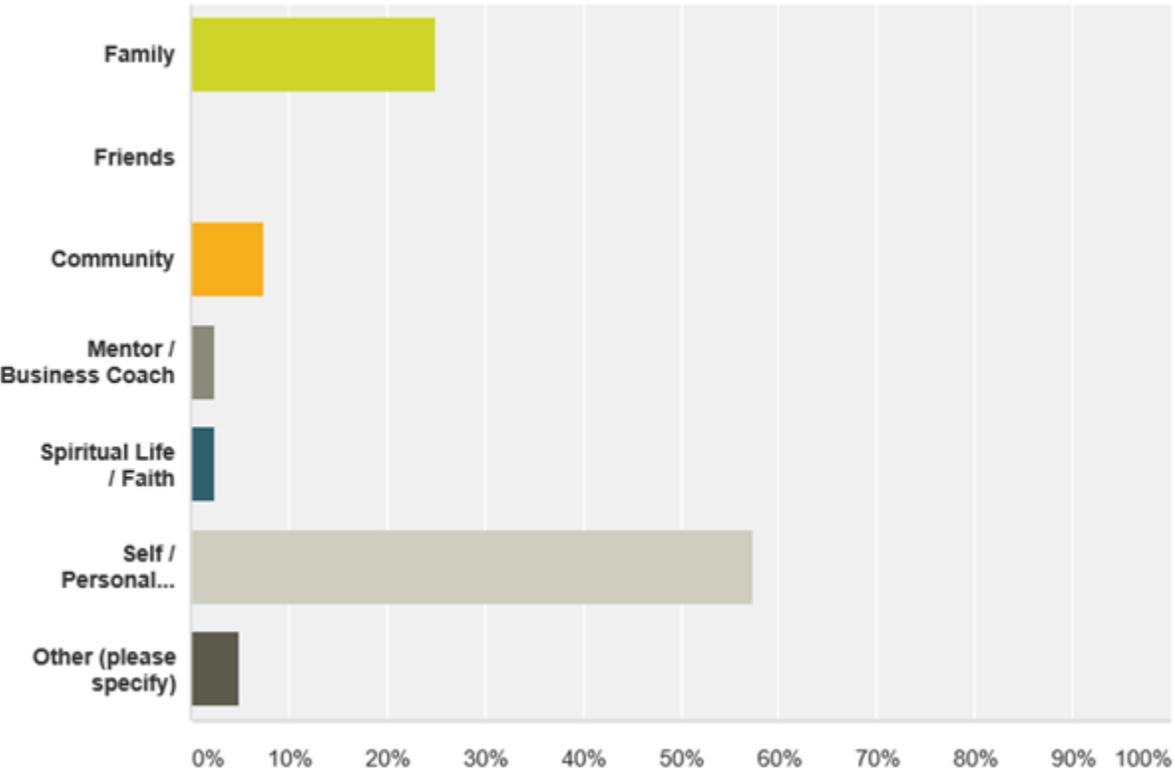
*“Entrepreneur is someone that is willing to do what it takes to help and serve with their talents and passion.”*

**Primary reasons for pursuing entrepreneurial opportunities**

Need additional income to meet expenses	2.50%	1
Personal fulfillment	27.50%	11
Passion for idea	20.00%	8
Desire to help/serve others	30.00%	12
Higher income/wealth	0.00%	0
Fits family lifestyle/needs	7.50%	3
Cannot hold traditional job due to health/disability, etc.	2.50%	1
Other (please specify)	<b>Responses</b> 10.00%	4

Interestingly, no one chose higher income/wealth as their lead motivating factor in pursuing entrepreneurship. In fact, the highest number of respondents have a desire to help others through their entrepreneurial endeavors, highlighting the social impact entrepreneurs have and desire to have within the community.

**Who or what inspires you most to continue pursuing your entrepreneurial goals?**



Majority of respondents are highly self-motivated. This data may suggest a potentially different need for minority and women entrepreneurs: programs and/or learning opportunities that are self-driven and/or self-paced. This could also point to the

independence that under resourced entrepreneurs have had to develop in order to succeed because of their systematic exclusion or marginal status in entrepreneurial ecosystems.

### **Intersections of Culture/Identity and Values in Entrepreneurial Pursuits**

Culture is often defined as the shared values, communication styles, behaviors, and beliefs that shape a person's identity and informs how they act in the world. For our participants, gender was a salient identity as women entrepreneurs often talked about wanting to empower and inspire other women through their ventures.

Values most often cited by the entrepreneurs included strength, integrity, diversity, inclusion, trust, creativity, perseverance, quality service, and community building and service. Faith also commonly appeared as an important element of identity and culture that guided entrepreneurial pursuits.

#### **Select responses from entrepreneurs:**

*“Educating women to live with purpose, passion and possibilities; also how to grow healthy food for family”*

*“All cultures and ethnicities are represented and reflected in my business.”*

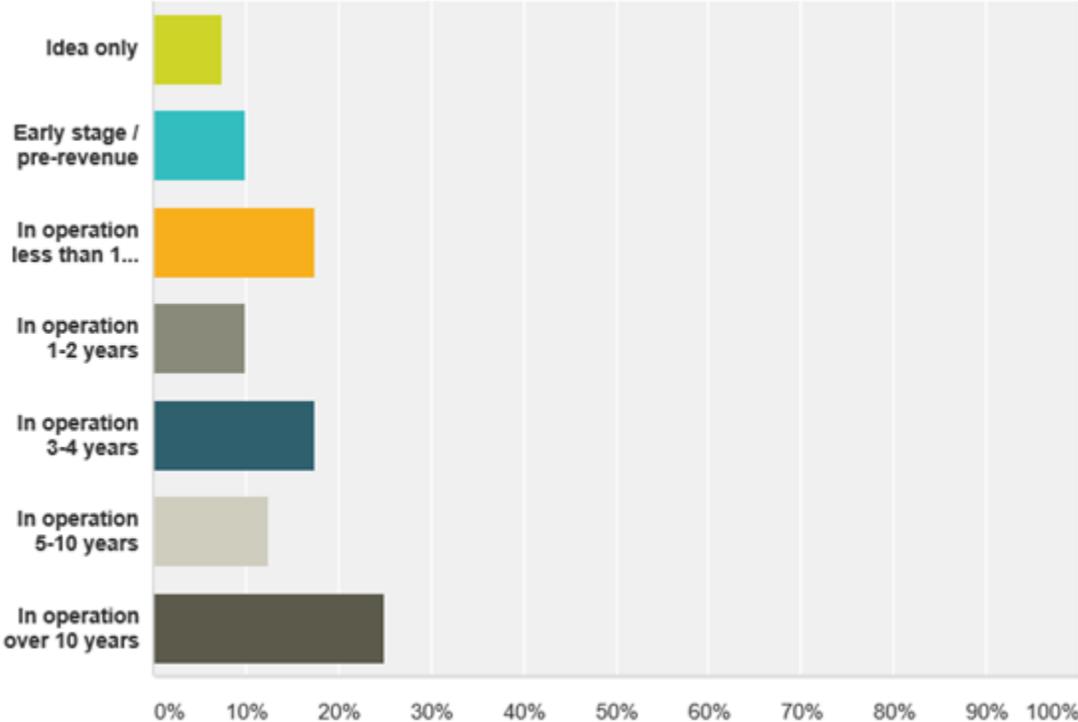
*“Respect for community”*

*“I'm a 6 yr stroke survivor and have diabetes which are both that I speak about”*

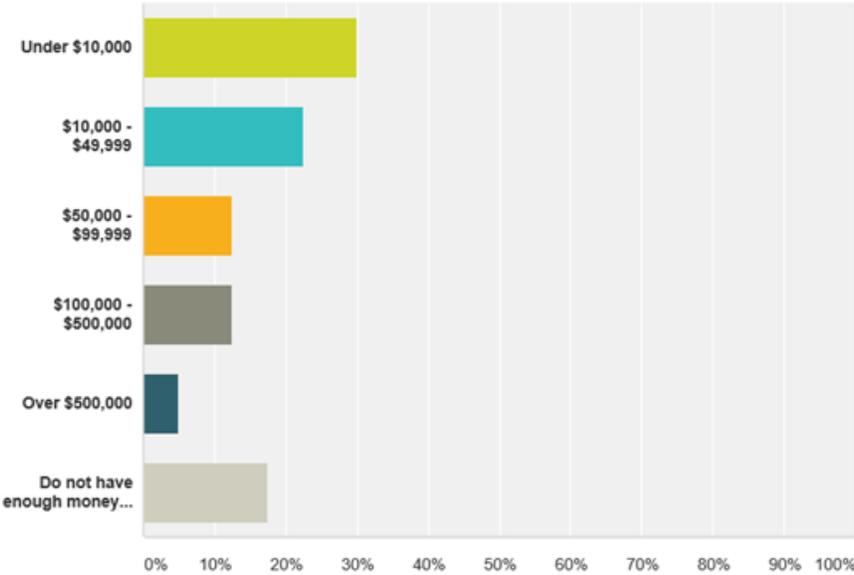
*“being a woman and to a lesser degree a member of the LGBTQ community”*

# Entrepreneurial Lifecycle and Current Activity

Business Stage of Online Survey Participants



Project Operational Budget for Business Venture/Idea



Access to capital is an important measure to ensure entrepreneurial success. Participants in the survey had relatively low capital needs to advance their ventures. Most indicated that their operational budgets were under \$10,000. The budget may reflect the fact that many entrepreneurs are in the early stages of development and are not operating at scale.

### *Previous Business Attempts at Starting a Business*

While many of the participants indicated that this was their first business venture, nearly 60% previously started a business. The previous experiences means they are bringing insight from failures or successes to create opportunities and better businesses in the community.

<b>Yes, is still in operation and successful/functional</b>	<b>23.08%</b>	<b>9</b>
<b>Yes, is still in operation but struggling/failing</b>	<b>7.69%</b>	<b>3</b>
<b>Yes, is no longer in operation</b>	<b>28.21%</b>	<b>11</b>
<b>No</b>	<b>41.03%</b>	<b>16</b>

### *Location of business operations*

Many participants work remotely. Reasons for remote work vary, but something for consideration is the availability and accessibility to commercial space for their venture. Additionally, the promotion of co-working space and other collaborative environments within the community is a good way to strengthen the entrepreneurial community and increase networks among entrepreneurs.

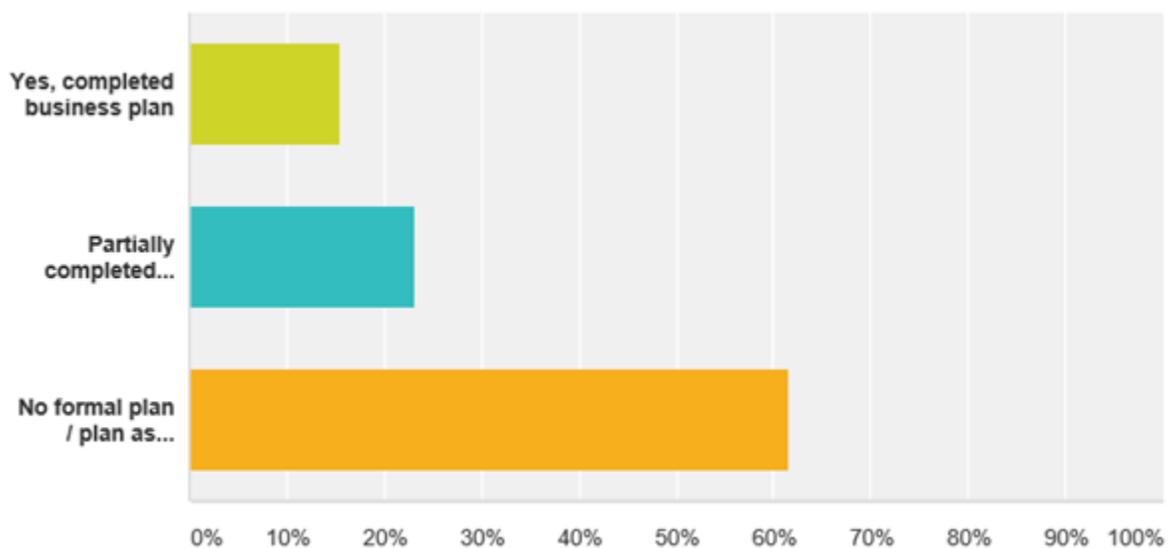
<b>Rent/own office space</b>	<b>33.33%</b>	<b>13</b>
<b>Rent/own service/retail space</b>	<b>5.13%</b>	<b>2</b>
<b>Co-working or shared office space</b>	<b>7.69%</b>	<b>3</b>
<b>Work from home</b>	<b>66.67%</b>	<b>26</b>
<b>Work at a business support provider location</b>	<b>5.13%</b>	<b>2</b>
<b>Work from library, coffee shop, other public location</b>	<b>23.08%</b>	<b>9</b>
<b>Need an office</b>	<b>2.56%</b>	<b>1</b>
<b>Need a service/retail location</b>	<b>5.13%</b>	<b>2</b>

### Number of Employees

Most participants reported working alone or with few employees. Many of the participants are in the early stages of development, which means programs that accelerate their growth and offer connection to mentors, investors, collaborators might be helpful for job creation and increased opportunity in the city.

Work alone	35.90%	14
Work with a partner	28.21%	11
Pay consultants/contractors	7.69%	3
Work with full-time employee(s)	10.26%	4
Work with part-time employee(s)	2.56%	1
Work with family, friends, volunteers	15.38%	6

### Business planning



Many entrepreneurs indicated that they do not have a business plan. The lack of a formal plan may inhibit their ability to attract investors or participation in accelerator or entrepreneurial programs. Coaching sessions dedicated to this topic may be helpful additions for entrepreneurial service providers to consider.

### Business Challenges

#### Personnel

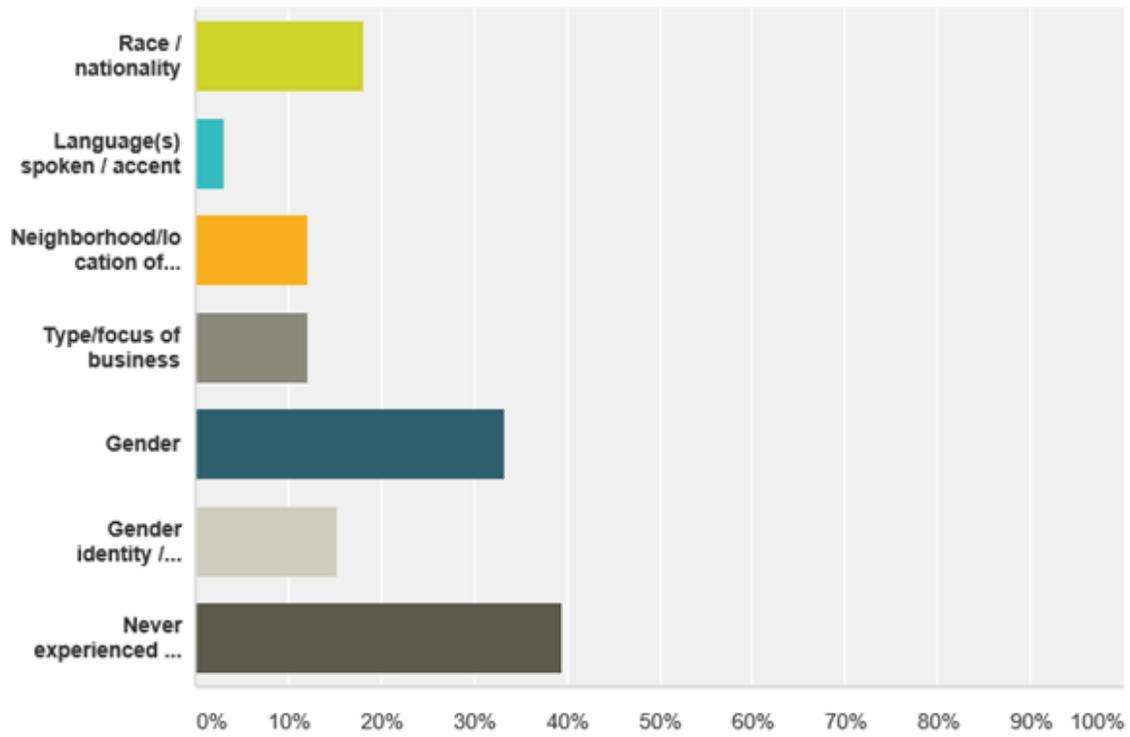
Participants in the survey overwhelmingly responded with requests for marketing and digital media support, including website and social media site management. Additionally, entrepreneurs cited the need for managers/assistants to run administrative



Startup workshops / coaching	42.42%	14
Workshops - business/management topics	51.52%	17
Workshops - web development, coding topics	51.52%	17
Workshops - graphic/web design topics	45.45%	15
Workshops - life/success skills topics	39.39%	13
Networking	66.67%	22
Mentoring (receiving)	42.42%	14
Funding / Financing (receiving)	60.61%	20
Business Services - legal, accounting, taxes	51.52%	17
Creative Services - branding, graphic/web design, social media	60.61%	20
Marketing/Advertising Services	51.52%	17
Business Accelerator / Incubator	42.42%	14
Other (please specify)	<b>Responses</b> 3.03%	1

### *Discrimination and Systemic Barriers*

When asked about overt discrimination and systemic barriers, many entrepreneurs indicated they experienced bias based on their gender, race/ethnicity, neighborhood or type of business. See results below.



### *Personal challenges and inhibitors*

When considering ways to enhance the entrepreneurial ecosystem, it is important that community stakeholders and entrepreneurial service providers understand the needs of local entrepreneurs. Lack of capital, mentors/role models as well as gaps in skills/knowledge and a limited customer base were some of the greatest challenges participants faced. Creating additional revenue streams, attracting investors and developing programs that continue to connect entrepreneurs with industry experts and successful entrepreneurs will be important measures to ensure the success of our local entrepreneurial ecosystem. See data below to draw additional conclusions.

	<b>Not a Concern</b>	<b>Somewhat Challenging</b>	<b>Extremely Prohibitive</b>
Lack of capital / financing	15.15% 5	45.45% 15	39.39% 13
Lack of mentor (s) / role-models	41.94% 13	45.16% 14	12.90% 4
Personal fears/doubts, low confidence level	48.48% 16	36.36% 12	15.15% 5
Gap in business skills, lack of knowledge	36.36% 12	51.52% 17	12.12% 4
Work/life imbalance, lack of time	18.18% 6	69.70% 23	12.12% 4
Systemic barriers (race, gender, age, etc.)	54.55% 18	36.36% 12	9.09% 3
Lack of support from peers, family, etc.	60.61% 20	36.36% 12	3.03% 1
Inability to grow customer base / revenue	15.15% 5	60.61% 20	24.24% 8
Childcare issues / costs	69.70% 23	30.30% 10	0.00% 0
Government regulations, oversight, taxes, limitations	48.39% 15	41.94% 13	9.68% 3

### *Entrepreneurial service provider satisfaction and awareness*

	<b>Positive</b>	<b>Average</b>	<b>Negative</b>	<b>No Experience</b>	<b>Never Heard of It</b>
<b>Black Chamber of Commerce</b>	<b>12.50%</b> 4	<b>0.00%</b> 0	<b>0.00%</b> 0	<b>71.88%</b> 23	<b>15.63%</b> 5
<b>Chamber of Commerce</b>	<b>12.50%</b> 4	<b>25.00%</b> 8	<b>12.50%</b> 4	<b>50.00%</b> 16	<b>0.00%</b> 0
<b>City of Winston-Salem</b>	<b>21.21%</b> 7	<b>30.30%</b> 10	<b>3.03%</b> 1	<b>42.42%</b> 14	<b>3.03%</b> 1
<b>Center for Creative Economy / Swerve</b>	<b>12.12%</b> 4	<b>9.09%</b> 3	<b>0.00%</b> 0	<b>48.48%</b> 16	<b>30.30%</b> 10
<b>Flywheel Coworking / New Ventures Accelerator</b>	<b>33.33%</b> 11	<b>27.27%</b> 9	<b>0.00%</b> 0	<b>21.21%</b> 7	<b>18.18%</b> 6
<b>Forsyth Tech Small Business Center</b>	<b>27.27%</b> 9	<b>27.27%</b> 9	<b>3.03%</b> 1	<b>36.36%</b> 12	<b>6.06%</b> 2
<b>innovateHER</b>	<b>33.33%</b> 11	<b>9.09%</b> 3	<b>0.00%</b> 0	<b>36.36%</b> 12	<b>21.21%</b> 7
<b>Piedmont Angel Network</b>	<b>12.12%</b> 4	<b>6.06%</b> 2	<b>3.03%</b> 1	<b>48.48%</b> 16	<b>30.30%</b> 10
<b>SG Atkins Enterprise Center</b>	<b>24.24%</b> 8	<b>9.09%</b> 3	<b>0.00%</b> 0	<b>33.33%</b> 11	<b>33.33%</b> 11
<b>Small Business Technology Development Center</b>	<b>15.15%</b> 5	<b>15.15%</b> 5	<b>3.03%</b> 1	<b>45.45%</b> 15	<b>21.21%</b> 7

## **Qualitative Assessment / Interviews of Local Entrepreneurs**

The inclusive entrepreneurship conducted 40 interviews of entrepreneurs at entrepreneurial programs and networking events, including a resource and networking event for Women and Minority-owned business sponsored by the City of Winston-Salem, a SynHERgy mixer for women entrepreneurs, and Hispanic mixer sponsored by the Inclusive Entrepreneurship Cluster.

Complete demographic and industry data for the entrepreneurs is limited because most of the interviews recorded had to happen quickly so they did not take away too much of the entrepreneurs' time to forge meaningful connections and get immediate support.

As a result of the nature of the interviews, what follows are key themes and quotes that emerged from the conversations with entrepreneurs. The questionnaire used for the interviews is also listed below. We were unable to complete the full questionnaire with all participants due to time constraints. Fortunately, participant responses generally aligned with the topics covered in the questionnaire and you will see that reflected in the summary.

### **Questionnaire:**

- Tell me about your business
- What is your definition of entrepreneur?
- What is your definition of hustle?
- What is your ultimate goal for your venture?
- What is the most rewarding part of being an entrepreneur for you?
- Where is your business/office located? Is this location ideal for you? Why?
- Before tonight, were you familiar with any local business support providers in the city? If yes, what has been your experience with them?
- If you are aware of some but have not utilized them, can you explain why?
- Are there programs and services not currently available that you would like to see offered?
- How have you financed your business to date? Why?
- What do you need most right now to help launch/grow your business? Have you ever experienced any overt discrimination in the course of doing business because of your nationality or cultural identity?
- Do you find language to be a barrier when seeking support services or doing business? Can you suggest any solutions for this?
- What do you perceive as the necessary characteristics of the person who receives the most financial and community support for their business? (e.g. what do they do, where do they live, what skills do they possess? what is their cultural background?)
- Are there any other topics, challenges, etc. you'd like to share or bring up for discussion?
- What is the one most needed resource, service or new skill set that could help move your idea/business to the next level?

- What aspects of your culture and/or identity (if any) do you (or do you want) to have reflected in your business?

The interviews illuminated the following key challenges for entrepreneurs in our local community.

- Lack of infrastructure and investment in underserved communities and entrepreneurs from underrepresented groups
- Limited intercultural understanding and implicit bias among leaders and participants within the entrepreneurial community
- Little visibility and awareness of entrepreneurs from underrepresented groups in media outlets and community programs
- Shortage of social capital and professional networks among entrepreneurs from underrepresented groups and underserved communities
- No coordination of local organizations and community groups such as faith communities, employers, healthcare providers, community centers, and education institutions around support for local entrepreneurs

Each of these points is supported by the key quotes in the remaining sections of the report.

**Key Challenge #1:** Lack of infrastructure and investment in underserved communities and entrepreneurs from underrepresented groups

**Responses from entrepreneurs that illuminate the problem:**

*"Support in building infrastructure for my business development & protection. For example, trademarking."* [response to "What would take your business to the next level?"]

*"Support for business expenses - start up bootstrapping has cost \$20K over 4 months"*

*"There are a lack of resources...people just don't want to help you and you end having to save but it's hard and that's probably one of the biggest barriers."*

**Key Challenge #2:** Limited intercultural understanding and implicit bias among leaders and participants within the entrepreneurial community

**Responses from entrepreneurs that illuminate the problem:**

*"My biggest challenge is my language barrier and the lack of networks and building those networks is not easy when you are an immigrant because as soon as I open my mouth and people hear a strange accent they do not trust."*

*"I knew coming into the tech space there weren't a lot of women. I felt that I had to prove myself and over and over again that I knew my technology stack and smart enough to lead a big initiative. I feel like I have to communicate more and I can't mess up"*

**Key Challenge # 3:** Little visibility and awareness of entrepreneurs from underrepresented groups in media outlets and community programs

**Responses from entrepreneurs that illuminate the problem:**

*"We as Black people have a history of untold talent through a wealth of technology that has been hidden"*

*"My biggest challenge is my disability. There aren't many people that look like me making speeches, leading a business."*

**Key Challenge # 4:** Shortage of social capital and professional networks among entrepreneurs from underrepresented groups and underserved communities

**Responses from entrepreneurs that illuminate the problem:**

*"Need Investor with the knowledge of the Industry"*

*"One of things I need is support in ways that I can outsource things that I don't have time and energy to invest time in...that's frightening because I don't know who I can trust to do that and can I afford them and when am I at the capacity when it's time to do that."*

**Key Challenge # 5:** Little to no coordination of local organizations and community groups such as faith communities, employers, healthcare providers, community centers, and education institutions around support for local entrepreneurs

**Responses from entrepreneurs that illuminate the problem:**

*“I’m just not aware of any financial support/resources that will help me advance my business”*

*[Paraphrase] I realize I’m really lucky because support from employer has allowed me to sustain my business. I went from working for them full-time prior to launching my business to negotiating a part-time job that allows me to work on my own business. The arrangement is mutually beneficial for the both of us*

As a result of the insights from the entrepreneurs, we also list a series of questions that we invite the community and entrepreneurial service providers to consider to ensure justice, equity, diversity, and inclusion in our local entrepreneurial ecosystem.

- How can local developers partner with underserved communities to create commercial facilities and other resources for entrepreneurs that live there?
- How can we embed intercultural learning and education into our local entrepreneurial community?
- How might we create opportunities in underserved communities for networking and exchanging social capital that attract entrepreneurs and investors?
- How do we increase the visibility of entrepreneurs from underrepresented groups in media outlets and community programs?
- How can we engage the entire community to invest financial resources into the development of new local businesses?
- How might local organizations be sources of support for entrepreneurs in the community?

**FUTURE PLANS/NEXT STEPS**

HUSTLE Winston-Salem left a mark in the entrepreneurial community and the core cluster members determined that people want more. We’ve been approached by several community outlets that want to partner with us to ensure the works continue.

The passion is exciting, however, financial support is necessary to continue this work in our community. We've outlined the work that we believe needs to be completed as we saw fit in our prototype goal, as well as, recommendations for the future.

### **Work to be completed:**

- Formalize remaining data and cut the videos into additional featured entrepreneur content for website and other sources to keep things fresh
- James Patterson follow up article and other post town hall media relations
- Visit to Durham for with Forward Cities staff
- More expansive Hispanic entrepreneurial community outreach
- Recruiting of Hustlews.com website calendar participation from partners
- Engagement of and report from third-party researcher
- Post-Production of additional featured entrepreneur profiles that were shot for Raina Haque and Jon Mayhugh
- Post-Production and sharing of additional #hustlews Stories interviews from Facebook Group, Service Providers, Hispanic community, and Ecosystem video shoots
- Pre-production for #hustlews stakeholders video/photography shoots

### **Recommendations:**

- Diversity in board leadership - stakeholder advocacy
- Partnership with Venture Cafe provides platform for community exposure; programmatic partner - session at Venture Cafe
  - Recap of the videos and what happens next
  - 50 minute session that features different topics (entrepreneurs, service providers, stakeholder advocacy, intercultural education)
- Featured entrepreneurs - HUSTLE became a catalyst to do entrepreneur
- Research potential partners that have reached out and determine best decision for HUSTLE WS: City of WS, Flywheel, Catholic Services (outreach in the community for treatment, and career services, etc.), and Venture Cafe
- Entrepreneurial service providers to complete survey
- Consult with entrepreneurial community stakeholders to ensure justice and inclusion is embedded in their process for development and expansion
- Remain as a campaign
  - Be disruptive and challenge and shape systems
  - Continue to tell these stories
  - Non profit possibility?
  - Continue to educate community about resources

## **APPENDIX OF MATERIALS**

*Documents, reports, and other pertinent information*

All necessary materials can be found [here](#). These include:

- Budgets
- Scripts
- Agendas
- Pictures
- Survey responses
- Excel sheets
- Etc

If additional material is required, please reach out to the project manager and/or coordinator to request it.