

Evaluation of Export Navigator

Evaluation Work Plan, November 3, 2021

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1. INTRODUCTION

A top-down view of a wooden table with various items: a laptop, a smartphone, a notebook, a tablet, a small cactus, a pen holder, and hands of people. The text "1. INTRODUCTION" is overlaid in white with a yellow underline.

1. Introduction

1.1 BACKGROUND

Small Business BC (SBBC) was established in 2002. Supported with funding from Pacific Economic Development Canada (PacifiCan)¹ and Ministry of Jobs, Ministry of Jobs, Economic Recovery and Innovation, SBBC pursues a strategic mandate:

- To provide entrepreneurs with products and services that will assist their successful entry into small business ventures; and
- To provide small businesses with products, services and support that will help them to grow and become resilient.

Towards this end, it delivers a wide range of products and services designed to equip entrepreneurs with the skills needed to thrive in our digital world.

Developed by the Province of BC, Export Navigator is administered by Small Business BC. The program offers businesses access to community-based export specialists who can provide a personalized, step-by-step approach to exporting and helps connect businesses to market information, export programs, financial services, and business development experts. Export Navigator was initially developed as a pilot, became a program in 2019 and receives annual funding from the Province of BC. In 2019, at the same time as the pilot became a program, WD (now PacifiCan) provided additional funding for 3 years to expand the program to include three advisors for under-represented groups (youth, women and Indigenous business owners).

1.2 PURPOSE OF THE PROJECT

Under the terms of its funding agreements with PacifiCan, SBBC is required to conduct an evaluation of the program. The evaluation questions that we defined in developing an evaluation framework for the evaluation are as follows:

Evaluation Issues and Questions for the Evaluation

Issues	Evaluation Questions
Relevance	<ol style="list-style-type: none">1. Is there a continued need for Export Navigator?2. Is Export Navigator responsive to the needs identified?

¹ On August 5, 2021, the Government of Canada launched Pacific Economic Development Canada (PacifiCan) as the new regional development agency for BC, replacing Western Economic Diversification Canada (WD). WD was effectively divided into two agencies: PacifiCan and PrairiesCan, which serves as the new regional development agency for Alberta, Saskatchewan, and Manitoba.

Issues	Evaluation Questions
Outcomes	<ol style="list-style-type: none"> What progress has been made to date towards achieving the intended impacts? To what extent is this progress influenced by or attributable to Export Navigator? What other factors have contributed to or constrained the progress made to date? Are there any unintended outcomes, positive or negative, that can be attributed to Export Navigator?
Design	<ol style="list-style-type: none"> Is the program designed and delivered effectively and efficiently? How well integrated is Export Navigator with other services and sources of support? Are there more effective ways of achieving expected results, taking into consideration alternative delivery mechanisms, best practices and lessons learned? How effective are existing performance metrics in reporting on the progress made? What improvements should be made?

1.3 WORK COMPLETED TO DATE

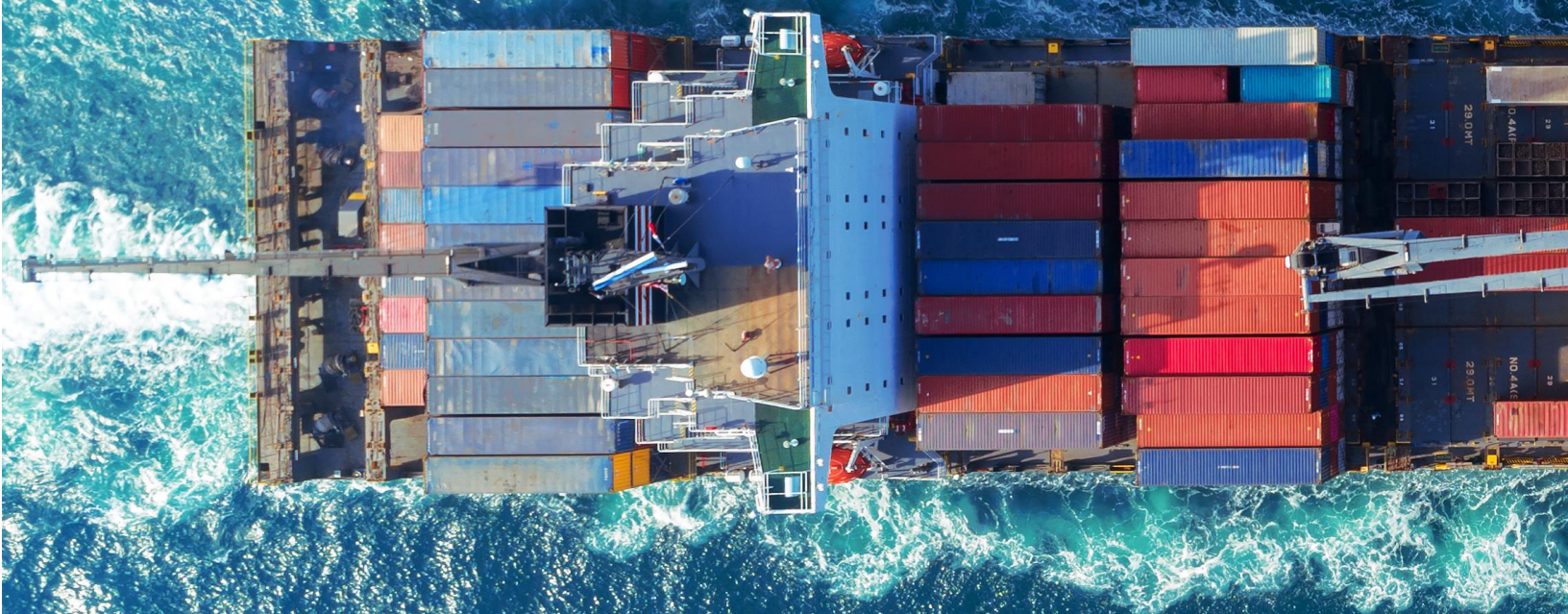
The work that we have completed to date includes:

- Conducted a project launch meeting with representatives of the SBBC to review the expectations for the evaluation and obtain further information on the program and the available data.
- Reviewed data and documentation relevant to Export Navigator. Some of the documentation that we reviewed includes quarterly and annual reports, intake forms and follow-up surveys with clients, program manuals, operating plans and presentations, job descriptions, funding agreements, financial budgets and expenditures, marketing materials, and reporting metrics required under the agreements with the provincial and federal governments.
- Confirmed the evaluation issues, questions, indicators, and data sources and outlined the most appropriate methodologies to undertake the assignment. Reflecting on our discussion with program representatives and preliminary review of program documents and files, we then finalized the data collection tools and instruments.
- Prepared this evaluation work plan including communication materials, guides and questionnaires. This document represents the first major output of the evaluation.

1.4 STRUCTURE OF THE REPORT

This work plan is divided into three chapters. Chapter 2 provides an overview of the Export Navigator Program. In the next phase of the project, we will update this preliminary profile based on the results of the field research. Chapter 3 describes the evaluation design including the evaluation scope and objectives, evaluation issues, questions, indicators and data sources, lines of evidence and data analysis plan. Communication materials and interview guides are included in the appendices.

2. OVERVIEW OF EXPORT NAVIGATOR



2. Overview of Export Navigator

2.1 HISTORY

The Pilot Program

Export Navigator was initially established in October 2016 as a pilot program with one year of funding that operated in four communities. The pilot was expanded to six communities in April 2017, each with an Export Advisor:

- Central & North Vancouver Island (based in Port Alberni)
- Central Vancouver Island (based in Comox)
- Cariboo (based in Prince George)
- North Okanagan (based in Vernon)
- Pacific Northwest (based in Prince Rupert)
- Kootenay Boundary (based in Nelson)

The objectives of the pilot were to:

- Create one point of contact for businesses and provide support throughout all stages of the export process;
- Build regional support networks in each of the pilot regions by fostering communication and collaboration among organizations with a mandate to promote and support the development of B.C. businesses;
- Work with partner organizations to fully leverage their expertise, knowledge and services to efficiently and effectively advance business export goals; and
- Identify the feasibility of expansion to additional communities across the Province as funding permits.

The program was extended by six months in September 2017 and then extended for an additional year in March 2018.

Approval of Three-Year Funding (2019-20 to 2021-22)

In 2019, the program was approved for a further \$4.5 million in funding over three years including \$2.25 million from each PacifiCan and the Government of BC. The Government of BC has provided additional funding (above the \$2.25 million) for Export Navigator Program activities.

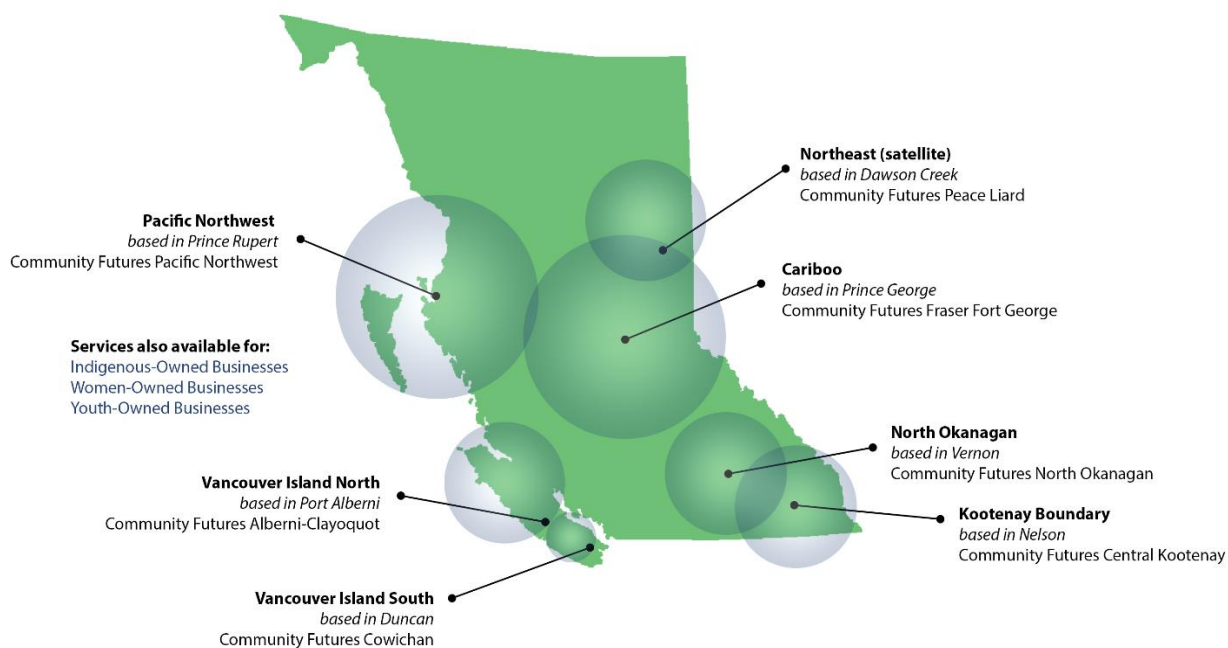
The funding enabled the program to expand to include ten Export Advisors, including seven regional Export Advisors and three Export Advisors who target businesses owned by under-represented groups including youth, women and Indigenous people respectively. To deliver the service, SBBC contracts eight of the Export Advisors through seven different CFDCs and directly contracts with two Export Advisors. The regional delivery agencies are:

- *Vancouver Island North*: Community Futures Development Corporation of Alberni-Clayoquot (based in Port Alberni)
- *Vancouver Island South*: Community Futures Development Corporation Cowichan (based in Duncan)
- *Cariboo and Northeast*: Community Futures Development Corporation of Fraser Fort George (a full-time Export Advisor based in Prince George and a part-time Advisor based in Dawson Creek)
- *Thompson Okanagan*: Community Futures Development Corporation North Okanagan (based in Vernon)
- *Pacific Northwest*: Community Futures Development Corporation of Pacific Northwest (based in Prince Rupert)
- *Kootenay Boundary*: Community Futures Development Corporation Central Kootenay (based in Nelson)

The Export Advisors targeting businesses majority owned (i.e., more than 50% ownership) by youth and business owned by women are directly contracted by SBBC. The Export Advisor targeting businesses majority owned by Indigenous peoples is contracted through Community Futures Development Corporation of Central Interior First Nations and based in Kamloops.

The regional distribution of the Export Advisors throughout BC is illustrated below.

Location of the Export Advisors



The program serves non-metropolitan areas of BC outside of the Greater Metro Vancouver area (Lions Bay to Langley) and Greater Victoria (all 13 municipalities).

The Government of BC committed to expand the Export Navigator Program in a November 26, 2020 mandate letter to Minister Chow, Minister of State for Trade². At the same time as the provincial government is considering expansion, the Export Navigator Program is entering into the third and final year of the funding agreement from PacifiCan. As part of the 3-year funding cycle, SBBC is required to complete a Program Sustainability Evaluation to secure funding commitment for ongoing program operations.

2.2 TARGET GROUPS

The services of Export Navigator are targeted at small and medium-sized businesses operating in BC, located at four stages along the Export Pathway including:

- *Stage 1 – Awareness:* Company is aware of exporting as a growth strategy (e.g., they are learning that exporting outside of BC is one way to increase sales and build a more sustainable business);
- *Stage 2 – Planning:* Company is building an export-focused strategy (e.g., they are assessing the opportunity, building a plan, developing resources and obtaining financing);
- *Stage 3 – Market Entry:* Company implements and validates their export plan (e.g., they are building an export team and following a step-by-step process towards making the initial sales in a new market); and
- *Stage 4 – Market Development and Growth:* Review and revise export plan (e.g., they are building on existing markets and developing new markets).

As needed, participating businesses must be able to scale up operations, adapt their goods or services, and self-fund or obtain financing for a sustained expansion strategy in order to effectively navigate the export process and grow their sales outside of BC.

As of March 31, 2021, a total of 622 businesses had registered with the program of which 295 were still active.

**Number of Clients Registered and Active
Full-time Export Advisors By Fiscal Year**

Fiscal Year	New Registrations	Number of Advisors
2016/17	61	4
2017/18	131	6
2018/19	125	6
2019/20	131	8
2020/21	184	9
Total	622	--

² <https://news.gov.bc.ca/files/JERI-Chow-mandate.pdf>

2.3 SERVICES

For the purposes of the program, exporting is defined as the sale of products or services to markets outside of BC, including other regions within Canada.

Export Navigator helps B.C. businesses become export ready by providing access to community-based Export Advisors who connect businesses with programs and services that are unique to their business needs. These specially trained advisors provide personalized, step-by-step approaches to help businesses become export ready by helping them navigate the services available to them and tackle the logistics of customs certifications and other export requirements.

Core services provided by the program include:

- An export readiness assessment;
- A business needs assessment;
- Market entry strategy support;
- Market tools and information;
- Streamlined service connections to support services; and
- Expert advice and guidance throughout the entire process.

2.4 DELIVERY MODEL

The Export Navigator program is delivered through SBBC, service providers, and a team of Export Advisors with guidance from an Export Navigator Advisory Committee. The roles of each are outlined below:

- SBBC provides operational oversight, supports the service delivery agencies, and reports on program activities. Under the terms of the agreement with the service delivery agencies, SBBC provides training and onboarding activities; maintains and updates a current resource catalogue of services; provides workbooks, brochures, business cards, and other materials necessary for the operation of the program; undertakes satisfaction surveys and regular progress update interviews and/or surveys with clients; and manages a dedicated Export Navigator website; promotes the Program within the industry and at export-related events and shows; and releases quarterly geo-targeted e-blasts to SBBC's subscriber database to enhance the awareness of the Program in service delivery regions.

The Export Navigator Program is administered by Small Business BC through the Strategic Projects Department, under the direction of the VP, Strategic Projects. The Export Navigator team is made up of the Program Operations Team (i.e. Headquarters or HQ) and the Export Advisory Team.

- The Program Operations Team provides all the administration and support for the Export Navigator Program across the province, including contracting service providers in the regions, client education, marketing, financials and reporting. The team facilitates Advisory Council meetings and leads Export Advisor workshop planning & delivery.

- The Export Advisory Team consists of a Program Manager, six regional advisors, a part-time satellite advisor and three specialized advisors. Aside from the satellite advisor, all advisors work a minimum of 120 hours per month. The Export Advisory Team is responsible for program delivery to clients.

The roles of the Program Operations Team members and the Program Manager are summarized below.

SBBC Staff Directly Involved n the Program

Position	Overview
Director of Program Operations	Working closely with the VP Strategic Projects, the Director is responsible for overseeing the daily operations and management of the Export Navigator program administration. Key SBBC Strategic Projects staff members support the program delivery, and other SBBC staff are brought in to support the program as needed.
Program Manager	The Program Manager oversees the Export Advisor team across the province. Although Export Advisors report to the Community Futures office in their respective regions, the Program Manager guides the Advisors and supports them through one-on-one and group check-ins and export knowledge. The Program Manager leads the Education planning and delivery, liaises with community and government partners, and provides strategic direction for the Export Navigator program related to program delivery.
Program Assistant	The Program Assistant serves as the information hub for the Export Navigator Program and plays a key role in liaising with the Export Advisors. This position provides support to the Program Operations Team, including coordinating education, meetings, and workshops. This role also provides reporting assistance and Salesforce administration support.
Marketing Coordinator, Special Projects	The Marketing Coordinator, Special Projects, is responsible for the development and implementation of the annual marketing plan for Export Navigator. The Marketing Coordinator is also responsible for website management, graphic design, communications and advertising.
Project Analyst, Special Projects	The Project Analyst plans and implements projects related to Export Navigator, primarily focused on technology innovation and integration, program improvement, and efficiencies. The Project Analyst is responsible for ensuring accurate and timely data collection & interpretation and preparing quarterly and annual reports to funders.
Marketing and Communications Assistant	This newly created role provides support to the Marketing Coordinator to execute the activities in the marketing plan, primarily around content creation and communication through a variety of digital and traditional marketing activities.

- The seven contracted service delivery agencies include federally funded Community Futures offices in Port Alberni, Prince George, Vernon, Nelson, Duncan, Prince Rupert and Kamloops. The service delivery agencies are expected to:

- Promote the program within the region, including at least one promotional event every six months such as lunch and learn seminars, presentations, information sessions, networking events or workshops targeted towards local community stakeholders, prospective clients, and/or participants;
 - Identify and approach prospective program clients within the region, with an increased focus on Indigenous, women, and youth owned businesses;
 - Advise businesses about opportunities for exporting their products and services;
 - Provide support and tools to businesses from initial point of contact to commencement of export and ongoing throughout the export process; and
 - Maintain a list of service providers that can assist businesses with exporting or related services, and refer businesses to such service providers as and when necessary; and
 - Assist with the development of export planning resources.
- To deliver services, each service delivery agency employs or contracts a dedicated individual to act as an Export Advisor and be the main point of contact with SBBC. Chosen by the agency, with input from the SBBC Program Manager, it is expected that the Export Advisor will have:
 - Previous entrepreneur or business owner experience, or corporate management experience where you were responsible to help a business expand and diversify
 - Been exposed to all aspects of business operations and understand the important inter-dependency between all the company's departments and the impact to each when exporting
 - Experience selling products/services and operating a business in other jurisdictions, provinces or countries. Ideally have international experience, possibly lived in another country or spent significant time in other business jurisdictions to have an understanding of what's to be expected when doing business on other locations

SBBC also directly contracts with two Export Advisors. Export Advisors undertake a range of activities including:

- Conducting initial screening to identify viable program participants;
- Identifying the client's position along the Export Pathway;
- Supporting the development of export planning documentation;
- Creating timely and appropriate referrals to service providers;
- Coordinating and communicating key information to service providers upon referral;
- Performing regular check-ins with clients to ensure they are working towards their export goals;
- Serving businesses in the region that express interest in, or are identified by project partners as a good fit for Export Navigator services;
- Acting as a central resource for clients throughout the term contract;
- Maintaining a working knowledge of the Program, service provider programs and referral criteria, and export-specific information on key economic sectors and priority markets;
- Participating in ad hoc training sessions and webinars aimed at enhancing service delivery;
- Ensuring any Program materials for the general public or media receive SBBC and/or government approval prior to distribution;

- Keeping client information and service history up-to-date in the Program's data collection tool and producing quarterly reports by the stated due dates;
- Prospecting for new potential program participants as required;
- Conducting export-related workshops in the region, ideally with businesses and community partners;
- Attending events within the region to create and maintain relationships with business, existing service partners, government and community partners; and
- Collaborating with specialty Export Advisors delivering Indigenous, Youth and Women focused support across the province and refer clients when appropriate. Client referrals made to speciality advisors will be considered in advisor metrics reviews.

Aside from the part-time Export Advisor based in Dawson Creek, The Advisors work a minimum of 120 hours per month.

- Export Navigator is guided by an Advisory Council consisting of representatives from the provincial and federal governments, and other stakeholders that offer programs and services to support the export community in BC. The Advisory Council meets once per quarter to discuss outcomes of the previous quarter, upcoming initiatives and strategic direction. Current Advisory Council Member Organizations include:

BC Provincial Government

- Ministry of Agriculture, Food and Fisheries (MAFF)
- Ministry of Forests, Lands, Natural Resource Operations & Rural Development (FLNRORD)
- Ministry of Jobs, Economic Recovery & Innovation (JERI)

Federal Government

- Agriculture & Agri-Food Canada (AAFC)
- Global Affairs Canada (GAC)
- Innovation, Science and Economic Development Canada (ISED)
- Pacific Economic Development Canada (PacifiCan)

Federal Crown Corporations

- Business Development Bank of Canada (BDC)
- Export Development Canada (EDC)

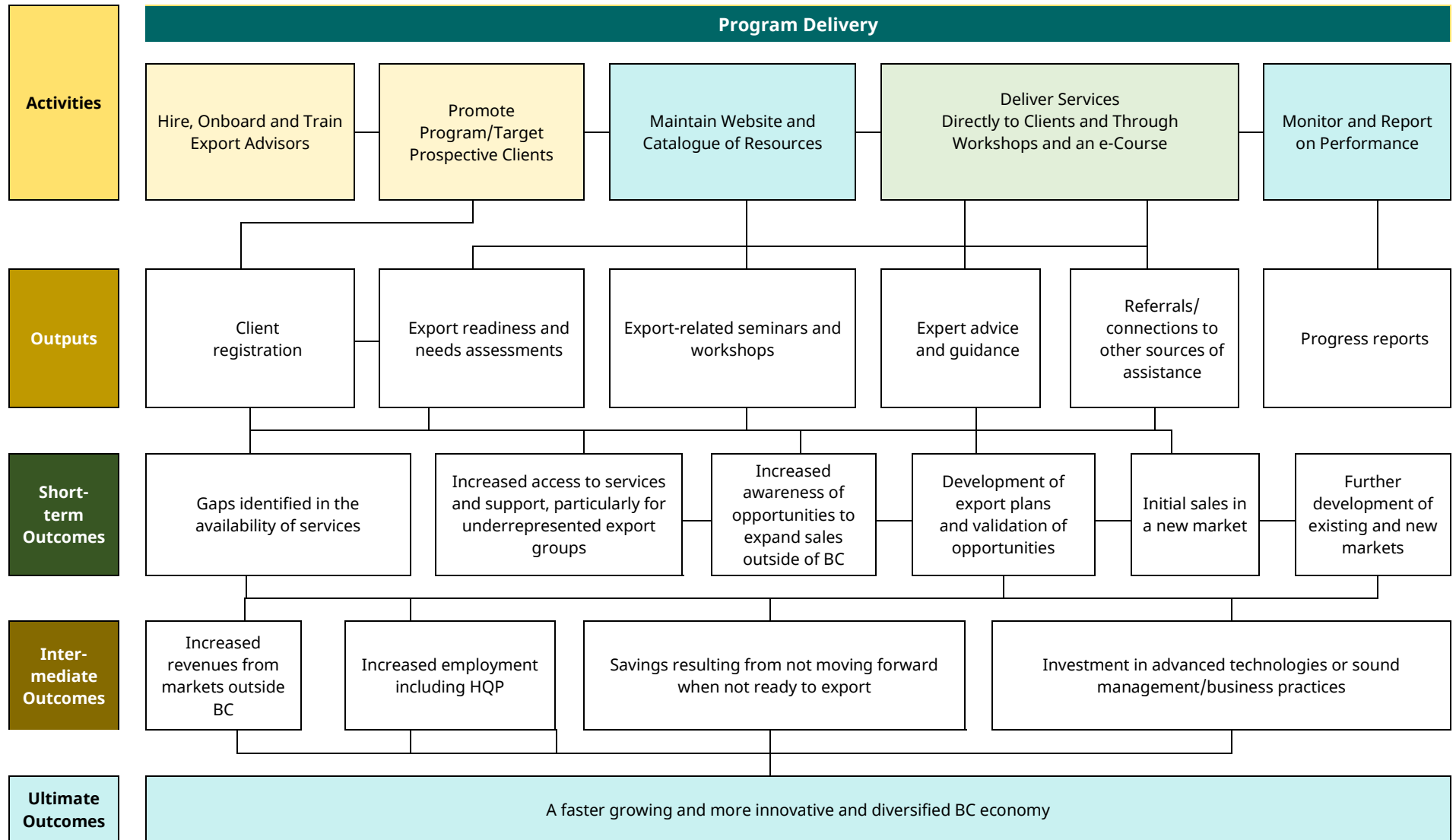
Other Stakeholders (Economic Development Organizations, Non-Profits)

- BC Chamber of Commerce
- Canadian Manufacturers & Exporters (CME)
- Community Futures (Alberni-Clayoquot)
- Small Business BC (SBBC)
- Women's Enterprise Centre (WEC)

2.5. PROGRAM LOGIC MODEL

A logic model for Export Navigator is provided on the following page.

LOGIC MODEL FOR EXPORT NAVIGATOR



Activities

The relative roles of SBBC, the service delivery agencies, and Export Navigators were outlined in the previous section. The logic program groups together the functions of the various parties into a series of core program activities including:

- *Hiring, onboarding, and training Export Advisors.* New Export Advisors are provided with one-on-one Export Training and Operational Training when they start. Additional training is provided through internal newsletters, bi-monthly meetings, workshops, and ad hoc training. To provide support, the program has also developed an Export Advisor Handbook, A Standard Operating Procedures (SOP) manual, a Quick Reference Guide, and a manual for Salesforce. Export Navigator uses Salesforce as its CRM (customer relationship management) database to manage interactions with prospective clients, clients, and partners.
- *Promoting the program and targeting prospective clients.* The program is promoted through the distribution of brochures and other materials, participation in promotional events (e.g., lunch and learn seminars, presentations, information sessions, networking events or workshops, and representation at local, regional and provincial meetings, events, conferences, and trade shows), export-related events and shows, digital marketing and geo-targeted e-blasts. The program uses Salesforce to track leads. The promotional activities are expected to both attract clients directly and generate referrals to the program from other sources. In addition, the program directly approaches prospective program clients (with an increased focus on Indigenous, women, and youth businesses) and conducts an initial screening to identify viable program participants.

The program has strengthened its marketing activities by launching several social media accounts, creating and enhancing the website, testing digital media campaigns (google search, display & paid social). Moving into the new fiscal, HQ Marketing plans to continue expanding their digital footprint and building upon the momentum built in 2020/21. A full audit of the website was completed, which identified opportunities to improve the user interface and experience.

- *Maintaining the Export Navigator website and various resources.* Examples include tools, workbooks, and export planning as well as a resource catalogue of services and service providers that can assist businesses with exporting or related services.
- *Delivering services to clients.* That can include identifying the client's position along the Export Pathway, advising businesses about opportunities for exporting their products and services, supporting the development of export planning documentation, and providing timely and appropriate referrals to service providers. The goals of the Export Advisory services are to help clients:
 - Find new business opportunities
 - Increase their current customer base
 - Discover grant and funding opportunities
 - Increase profitability
 - Enhance competitiveness

They help clients reach these goals through:

- Free advice & step-by-step guidance, at the client's pace
 - Support for strategic planning for business growth
 - Market and industry specific connections and information
 - Access to the most current export resources
 - Next steps on how to enter new markets
 - An assessment of export readiness
- *Delivering export-related workshops and an e-course.* Since the advent of COVID-19, the workshops and seminars have been delivered via webinar and recorded to increase accessibility.

Training Seminars Delivered By Fiscal Year

Training Sessions	Participants
2020-21	
Exporting Beyond COVID-19 - Apr 28, 2020	113
Export Beyond BC with e-Commerce - May 25, 2020	134
Grow Your Sales with Free Trade Agreements - Jun 10, 2020	54
Government Funding for International Growth - Nov 3, 2020	30
Building Your Export Plan - Feb 11, 2021	40
Exporting for Artisans - Mar 9, 2021	72
2019-20	
Accessing New Markets: Canada's Free Trade Agreements - April 17, 2019	40
Getting Ready to Sell Your B.C. Products Online - May 31, 2019	139
Learn How to Sell Your Products to the United States - June 17, 2019	194
Developing an Effective Export Plan - September 20, 2019	83
Government Funding for International Growth - October 22, 2019	115
How to Export Your Services to New Markets - November 25, 2019	86
Export Ready: Understanding Global Money - February 24, 2020	71
Preparing for International Travel & Tradeshow - March 24, 2020	66

The e-Course, *Export Essentials*, is hosted on the program's website and recently launched.

- *Monitor and report on performance.* Export Navigator submits quarterly reports to its funders, the Province of BC and PacifiCan. A Performance Measurement Strategy was developed in 2019 to guide the collection and reporting of the data. Key data sources include client intake forms and an annual survey of active and paused clients, beginning once they participated in the program for 12 months and administered every year thereafter. Other data is collected and reported by the Export Advisors and program staff.

Both the provincial government and PacifiCan have established annual targets for the program. The provincial targets include:

- *Provincial Targets (Annual)*
 - 10 to 30 new businesses entering the Program region or advisor.
 - 50% of the Program participants advance along the export continuum.

- 25% of the region's participants enter the Program by way of referral (measures service integration).
- 10% of the businesses in the Program are actively exporting to new markets after 12 months of participation.
- *Federal Targets (Three Year Cumulative)*

The following three-year targets (2019 to 2022) are stated in the Program funding agreement through Western Economic Diversification:

- The Program aims to assist 540 SMEs by March 2022.
- The Program aims to create 112 HQP Jobs by March 2022, of which:
 - 14 jobs filled by Indigenous persons.
 - 21 jobs filled by youth (as defined as 29 years of age or younger).
 - 21 jobs filled by women.
- The Program aims to assist companies to a collective target of \$480,000 in export sales growth outside of Canada by March 2022.
- The Program aims to assist a minimum of 54 companies to achieve new export sales outside of Canada by March 2022
- The Program aims to assist companies to a collective target of \$1,237,500 in revenue growth by March 2022.
- The Program aims to train 540 participants through a minimum of 22 training sessions by March 2022, of which:
 - 70 participants will be Indigenous.
 - 100 participants will be Youth (as defined as 29 years of age or younger).
 - 100 participants will be Women.

Outputs

Key outputs of these activities include:

- *Client registrations (intakes).* Clients generally register by completing an online intake form and then are screened to assess viability. The registrations are recorded in the program database.
- *Export readiness and needs assessments.* Export Advisors meet and work with the client to assess their export readiness and determine their needs and position along the Export Pathway.
- *Expert advice and guidance.* Export Advisors provide advice on exporting to clients and support the development of export planning documentation.

- *Referrals/connections to other sources of assistance.* The program both provides clients with timely and appropriate referrals to service providers and communicates key information to service providers upon referral.
- *Export-related seminars and workshops,* delivered at both the regional and provincial level (e.g. by SBBC).
- *Progress reports.* Quarterly and annual reports are prepared for submission to the program funders and used for internal purposes.

Short-term Outcomes

In the short term, the program is intended to *increase access of businesses to services and support related to exporting*, including increased access for underrepresented export groups (Indigenous, women, and youth businesses). By comparing the needs of clients with the availability of services and resources, the program will also help to *identify service gaps*.

The program is also expected to facilitate the transition of businesses along the Export Pathway or continuum by facilitating:

- *Increased awareness of opportunities to expand sales outside of BC* (helping businesses understand why exporting outside of BC is one way to increase sales and build a more sustainable business).
- *The development of plans and validation of export opportunities* (assessing the opportunity, building a plan, developing resources and obtaining financing),
- *Initial sales in a new market* (building an export team and following a step-by-step process towards making the initial sales in a new market),
- *Further development of existing and new markets.*

The extent to which clients proceed along the Pathway in the short-term depends, in part, on their starting position.

Intermediate and Ultimate Outcomes

The intended intermediate outcomes (i.e., within two to three years) include:

- Increased revenues from markets outside of BC (in other regions of Canada and internationally);
- Increased employment including HQP (including STEM);
- Savings resulting from not moving forward when not ready to export; and
- Investment in advanced technologies or sound management/business practices.

Over the longer term, the program is expected to contribute to the objective of the funding agencies by contributing to the development of a faster growing and more innovative and diversified BC economy.

2.6 PROGRAM ACTIVITIES AND OUTCOMES

The table below summarizes data on the numbers of participating companies, inbound and outgoing referrals, advancement along the export continuum, changes in revenues, exports, exporting activity and employment, training and technology.

Selected Data on Program Activities and Outcomes

Indicator	Fiscal Years		
	2019/20	2020/21	Total
Participating Companies			
Accepted Businesses (Number of SMEs Assisted)	131	174	305
Incoming Referrals by Source			
Export Advisor	63	62	125
Community Futures	16	27	43
Word of Mouth	6	8	14
Event	5	6	11
Chamber of Commerce	3	8	11
Women's Enterprise Centre	5	3	8
Web	3	5	8
Social Media	0	7	7
Other	32	48	80
Total Referrals Recorded	131	174	305
Outgoing Referrals by Source			
Private Service Provider	81	121	202
BC Ministry of Jobs, Economic Recovery and Innovation	42	81	123
Global Affairs Canada	34	53	87
Greater Vancouver Board of Trade	8	36	44
BC Ministry of Agriculture, Food and Fisheries	8	21	29
Agriculture & Agri-Food Canada	5	16	21
Community Futures	15	15	30
BDC	7	11	18
Women's Enterprise Centre	6	10	16
Other	79	141	220
Total Referrals	285	505	790
Advancements on the Export Continuum			
Stage 1 to 2	69	82	151
Stage 2 to 3	37	33	70
Stage 3 to 4	11	8	19
Total	117	123	240
Revenues and Exports			

Indicator	Fiscal Years		
	2019/20	2020/21	Total
Change in revenue	\$21,417,360	\$6,449,818	\$27,867,178
Outside of BC (within Canada)	\$2,113,011	\$7,247,285	\$9,360,296
Outside of Canada	\$1,281,696	\$10,540,089	\$11,821,785
Estimated savings resulting from not moving forward given not ready to export	n/a	n/a	\$10,791,000
Percent of Business Surveyed Who Are Exporting			
Outside of BC (within Canada)	66%	72%	69%
Outside of Canada	54%	50%	52%
Percent of Business Surveyed With New Export Sales			
Outside of BC (within Canada)	4-%	48%	45%
Outside of Canada	35%	32%	33%
New Export Activity			
Businesses with new sales to other regions of Canada	32	67	99
Businesses with new export sales outside of Canada	28	45	73
Increase in countries exporting to	66	52	118
Employment			
Change in number of employees	148	-125	23
Number of HQP created	18	71	89
HQP Jobs Created – Women	n/a	32	n/a
HQP Jobs Created – Youth	n/a	23	n/a
HQP Jobs Created – Indigenous People	n/a	1	n/a
Export Training			
Export Training Sessions	8	6	14
Total number of participants trained	794	443	1,237
Number of women trained	368	241	609
Number of youth trained	77	28	105
Number of Indigenous persons trained	29	17	46
Service Gaps Identified/Addressed			
Service Gaps Identified/Addressed	14	7	21
Technology			
Number of Western Canadian businesses investing in adoption of advanced technologies or sound management/business practices	n/a	61	n/a

2.7 SOURCES AND USES OF FUNDING

SBBC was approved for \$2.25 million (an average of \$750,000 per year) in funding from WD for fiscal years 2019-20 to 2021-22 and \$1.2 million annually in funding from the Government of BC. The Province of BC has provided additional funding for Export Navigator Program activities beyond the scope of the WD

assisted Export Navigator Project SOW deliverables, as shown in the WD Contribution Agreement (Project #000015445). Provincial funds received over and above \$2.25M are earmarked for Export Navigator Program activities (vs. Project).

As indicated in the table, actual expenditures in fiscal years 2019/20 and 2020/21 were less than the available funding. The remainder of the available funding has been carried forward and forms part of the budget for 2021/22.

**Sources and Uses of Funding For the
Years Ending March 31, 2020 to 2022**

Operations (Year ended March 31)	Actual Revenues & Expenditures		Budget
	2020FY	2021FY	2022FY
Revenue	\$1,648,768	\$1,772,739	\$2,303,364
Program Expenses			
Operations	\$943,514	\$1,062,908	\$1,386,000
Salaries and wages	\$409,917	\$452,911	\$479,000
Marketing	\$235,840	\$252,446	\$317,700
Travel	\$58,147	\$2,871	\$60,000
Contingency	--	--	\$60,000
Amortization	1,350	\$1,603	--
Total Expenses	\$1,648,768	\$1,772,739	\$2,302,700

Operations includes the costs of the contracts with the service delivery agencies and direct contracts with the Export Advisors. The budget for marketing includes website development and maintenance, videography, graphic design, advertising and marketing collateral. The budget for travel assumed two visits per service community for stakeholder engagement, but is dependent on restrictions in place related to Covid-19.

3. EVALUATION DESIGN



3. Evaluation Design

3.1 EVALUATION MATRIX AND METHODOLOGY

The Evaluation Matrix, provided on the following pages, outlines the proposed evaluation questions as well as the indicators and data sources that will be used to address each question. The data sources include:

- A document review and data review
- Literature review
- Client intake forms, annual surveys and follow-up
- Interviews with key informants
- Focus groups
- Review of other similar programs
- Assessments of the evaluator

The methodologies are outlined below.

Document and Program Data Review

The review will include a review of program descriptions, quarterly and annual reports, program policies and procedures, the performance measurement system, job descriptions, funding agreements, and marketing materials amongst other materials.

In addition, it will also include a detailed review of:

- Financial expenditures associated with the program
- The timesheets and hours spent by the Export Advisors
- Salesforce data on interactions with clients
- Data on referrals
- Numbers of clients served by Advisor

This data will help in reviewing the efficiency of the program and also provide a basis of comparison across regions and with other programs.

Literature Review

The objectives of the review are to obtain secondary research on trends in the characteristics of exporters in BC, differences in needs across regions and across target groups, including the under-represented groups (i.e., secondary research commenting on the potential for exporting as well as the needs of the target groups for assistance and support).

Evaluation Matrix for Export Navigator

Issues and Evaluation Questions		Indicators	Data Sources
Relevance			
1.	Is there a continued need for Export Navigator?	<ul style="list-style-type: none"> ▪ Evidence of the need for assistance related to export development (secondary studies; perceptions of key informants and clients; and results of the focus groups and case studies) ▪ Evidence of continued demand for the programming (e.g., trends in the numbers of clients served and services provided, as well as expectations of clients and others regarding future use of services) 	<ul style="list-style-type: none"> ▪ Literature review ▪ Interviews with key informants ▪ Case studies ▪ Focus groups ▪ Quarterly reports (awareness, registration, numbers of education sessions and participants trained) ▪ Annual survey of clients
2.	Is Export Navigator responsive to the needs identified?	<ul style="list-style-type: none"> ▪ Extent to which the services are meeting the needs of clients ▪ Effectiveness of the program in reaching under-represented groups (level of participation amongst Indigenous, women and youth owned businesses; perception of key informants) ▪ Perceived gaps in the available services (perceptions of key informants and clients; results of focus groups and case studies) ▪ Number of service gaps reported as identified/addressed (quarterly reports) 	<ul style="list-style-type: none"> ▪ Annual survey of clients ▪ Interviews with key informants ▪ Case studies ▪ Focus groups
Outcomes			
3.	What progress has been made to date towards achieving the intended impacts?	<ul style="list-style-type: none"> ▪ Advancement of clients along the export continuum ▪ Reported increase in revenues (number of companies reporting initial and increased value of increased revenues and exports) ▪ Reported increase in employment including HQP (including STEM) ▪ Summary of results by market, region in BC, and under-represented group (Indigenous, youth and women) 	<ul style="list-style-type: none"> ▪ Annual survey of clients ▪ Quarterly reports (advancement of clients)

Issues and Evaluation Questions		Indicators	Data Sources
		<ul style="list-style-type: none"> Number of businesses reporting savings resulting from not moving forward given not ready to export Number of businesses reporting investing in adoption of advanced technologies or sound management/business practices 	
4.	To what extent is this progress influenced by or attributable to Export Navigator?	<ul style="list-style-type: none"> Client perceptions regarding the extent to which the changes are attributable to the assistance received from Export Navigator Other factors have contributed to or constrained the progress made to date (perceptions of clients and key informants) 	<ul style="list-style-type: none"> Annual survey of clients Case studies Focus groups
5.	Are there any unintended outcomes, positive or negative, that can be attributed to Export Navigator?	<ul style="list-style-type: none"> Satisfaction with services and assistance received (survey of clients) (Other) factors that contributed to or constrained the impact of Export Navigator (perceptions of key informants and clients; results of focus groups) 	<ul style="list-style-type: none"> Annual survey of clients Case studies Focus groups
Design			
6.	Is the program designed and delivered effectively and efficiently?	<ul style="list-style-type: none"> Perceptions regarding the efficiency and cost-effectiveness of program design and delivery including allocation of funding; target groups; services; processes, monitoring and reporting procedures, and governance structure (interviews with key informants) Limited cost-benefit analysis comparing the economic impacts to the costs (e.g., calculating return on investment for specific types of impacts – revenues and employment) 	<ul style="list-style-type: none"> Interviews with key informants Program expenditures data Revenue and employment impacts Literature review Case studies Focus groups Quarterly reports (awareness, registration, numbers of education sessions and participants trained) Annual survey of clients Assessment of the evaluator

Issues and Evaluation Questions		Indicators	Data Sources
7	How well integrated is Export Navigator with other services and sources of support?	<ul style="list-style-type: none"> ▪ Referrals to the program (source and percent of participants entering program by way of referral) ▪ Number and effectiveness of referrals from the program (data on referrals; perceptions of clients and key informants) ▪ Perceptions regarding level of integration (perceptions of key informants) 	<ul style="list-style-type: none"> ▪ Quarterly reports (sources of awareness, referrals) ▪ Annual survey of clients ▪ Interviews with key informants
8.	Are there more effective ways of achieving expected results, taking into consideration alternative delivery mechanisms, best practices and lessons learned?	<ul style="list-style-type: none"> ▪ Views on whether there are alternative, more efficient, ways of delivering the programming (interviews with key informants, case studies, and focus groups) ▪ Review of alternative models and delivery structures (literature review and follow-up interviews with a sample of other similar programs) ▪ Lessons learned in design and delivery of programming ▪ Recommendations for improvement to the existing programming (interviews with key informants, surveys of clients, and focus groups) 	<ul style="list-style-type: none"> ▪ Interviews with key informants ▪ Case studies ▪ Focus groups ▪ Annual survey of clients ▪ Review of other similar programs
9.	How effective are existing performance metrics in reporting on the progress made? What improvements should be made?	<ul style="list-style-type: none"> ▪ Review of the performance measurement system and outputs for the programs (review of existing reports, framework and data) ▪ Utilization of the performance information collected (interviews with key informants) ▪ Suggestions for improvement (interviews with key informants) 	<ul style="list-style-type: none"> ▪ Review of reports ▪ Interviews with key informants ▪ Assessment of the evaluator

Client Intake Forms, Annual Surveys and Follow-up

The evaluation will utilize data obtained through the client intake forms and annual surveys of clients. The intake data includes:

- Information on company characteristics (region, sector, Legal structure Year established)
- Legal structure and ownership (i.e., majority women, Indigenous, youth, or immigrant owned)
- Revenues at the time of intake by region (BC, ROC, other)
- Employment at the time of intake (number, seasonality)
- Source of revenues (e.g., product or services)
- Source of program awareness
- Rated focus on expanding sales by region (BC, ROC, US, other)
- Priority countries (existing and potential)

The annual surveys provide data on:

- Frequency of communication with the Export Advisor (e.g., weekly to not at all during past year)
- Assistance received (assessing export readiness, plans or strategies for developing export markets, link you to market tools and information, referrals to other programs or resources, expert advice or guidance, other ways)
- Revenues in past 12 months by region (BC, ROC, other)
- Provinces, regions, and countries/states from where revenue were generated
- Employment (total; seasonality peak and low)
- New HQP/STEM jobs created (# filled by women, Indigenous, youth)
- Rated focus on expanding sales (outside BC, ROC, US, other)

The annual surveys also collect information on the client's perceptions of the program including:

- Reported impacts of the services received (knowledge, export positioning, cost savings, investment in technology or business practices investment, other)
- Perceptions of the services (satisfaction with service, satisfaction with referrals, whether would recommend to others, areas of dissatisfaction, recommendations for improvement and recommendations regarding other services)
- Likelihood of continuing to participate (rationale)

We will tabulate and analyze the data to develop a profile of the companies, the services received, the resulting impacts, and opportunities for improvement. We will also calculate the changes in revenues by region and employment including the creation of HQP/STEM positions that occurred while in the program.

As of June 30, 2021, 206 businesses have completed annual surveys including 127 which have completed one survey, 55 who have completed two surveys and 24 which have completed three

surveys. Of these 206 businesses, 89 completed the intake forms adopted in 2019/20 while 117 completed the previous intake form, which contains many of the same fields.

We recommend that we:

- *Tabulate the existing intake and survey forms for all clients that completed surveys, grouping them as new or continuing clients.*
- *Attempt to survey any clients who completed intake forms between April 2019 and June 2020 but have not yet completed a survey.* This survey will help to fill gaps and serve as a counterfactual for clients who registered with the program but did not participate in any services.

The survey instrument is structured similar to the annual survey, with additional questions related to attribution where growth is reported as well as reasons, where relevant, the client did not participate in the program after registering. A copy of the introduction letter and interview guide is provided in Appendix 1.

- *Follow-up with surveyed clients who have reported significant economic growth to assess the extent to which those impacts are attributed to the program services received.* As in most program reviews, a relatively small number of clients account for the vast majority of the reported impacts. For example, looking only at the business that completed the new intake form and a survey or at least two surveys, there were 88 businesses that reported an increase in revenues of which seven accounted for 50% of that increase and 22 accounted for 80% of that increase. If we include those who completed the old intake form and a survey, there were 104 businesses that reported an increase in revenues of which nine accounted for 50% of that increase and 26 accounted for 80% of that increase.

The objective of these interviews is to confirm the reported impacts, discuss the extent to which those impacts are attributable to the services provided by the program, and better understand the nature of the impacts that have been generated and the role of the program in contributing to those impacts. A copy of the introduction letter and guide is provided in Appendix 2.

To drive the response rate, will distribute reminder emails and follow-up by telephone with the target respondents.

Interviews With Key Informants

The purpose of the key informant interviews will be to obtain input on the need for and effectiveness of the program, as well as identify opportunities for improvement for the program. The key informants will include a cross-section of people familiar with the program including Export Advisors and representatives of SBBC, the funding agencies (PacifiCan and Ministry of Jobs, Economic Recovery and Innovation), service delivery agencies (CFDCs), referral partners and selected members of the Advisory Committee. A list of target respondents is provided in the table below.

Name	Position/Organization
Sara Clark	VP Strategic Projects, SBBC
Allison Boulton	Program Manager, Export Navigator, SBBC
Kath Britton	Director of Program Operations, Export Navigator, SBBC
Fabrizio Alberico	Export Advisor, Community Futures Cowichan
Michael Hoher	Past Export Advisor, Community Futures Central Kootenay
Amber Piche	Export Advisor, Community Futures North Okanagan
Lori Camire	Executive Director, Community Futures Alberni-Clayoquot
Andrea Wilkey	Executive Director, Community Futures Central Kootenay
Eric Ommundsen	Director, Export Services and International Missions, BC Ministry of Jobs, Economic Recovery and Innovation
Steve Perrault	Senior Business Officer PacifiCan
Renee Umezuki	Regional Director and Senior Trade Commissioner at Global Affairs Canada Pacific Regional Office Global Affairs Canada,
Wendy Trusler	Regional Manager, Partnerships BDC
Mat Patterson	Director, Market Development and Trade, Food and Beverage Branch, BC Ministry of Agriculture, Food and Fisheries
Wendy Koh	Regional Manager, Lower Mainland/Sea to Sky/Fraser Valley Regional Economic Operations, Ministry of Forests, Lands, Natural Resource Operations & Rural Development (FLNRORD),
Randi Walker	Director, Marketing & Communications BC Wood
Andrea Welling	Regional Director, BC, Futurpreneur

The interview questions will vary somewhat by key informant group. A copy of the introduction letter and guide is provided in Appendix 2.

Review of Similar Programs

An internet search will be undertaken to identify three to four comparable programs in other jurisdictions that are similarly designed to assist small businesses develop or expand export sales. The purpose will be to obtain input on the need for this type of programming as well as identify alternative approaches, best practices, lessons learned and potential opportunities for improvement. We would follow-up with representatives of these other programs to obtain any available information about the program target groups, services provided, resulting impacts, and budgets.

Focus Groups

We are planning to conduct two focus groups including one with clients and one with Export Advisors. The focus groups will be staged after the completion of the previous steps and be used to further explore issues that were raised in the surveys, interviews, document and data review. The sessions will be conducted online and follow up on findings from the evaluation, discuss factors that contributed to and constrained the progress made, and discuss opportunities for improvement.

The process will be to:

- *Schedule the focus group and invite the participants.* The client invitees will be contacted by email and telephone, with the evaluator continuing to work through the client list until the target number of participants is reached.
- *Forward a reminder and copy of the focus group guide to the participant ahead of the event.*
- *Facilitate the focus group.* The session will last about 90 minutes. The evaluator will initially provide a brief presentation of the purpose of the evaluation, the work undertaken to date, and selected findings which are relevant to the issues to be addressed. The focus group participants will then be asked a series of questions to further explore and validate findings, as well as explore alternatives that could enhance the efficiency and effectiveness of the programming.

Analysis and Integration of All Lines of Evidence

The data from all primary and secondary lines of evidence will then be synthesized by evaluation indicator and question. The purpose of the synthesis/analysis phase will be to ensure that there is a strong foundation of evidence and findings upon which to base the evaluation conclusions and recommendations. A key part of the analysis will be linking the client survey results with the data obtained from the client database in order to assess how the business has changed and how the impacts vary depending on variables such as the characteristics of the clients, the time spent, and the characteristics of the business.

Preparation of Draft and Final Evaluation Report/Presentation of Findings

The draft report will include:

- **Executive summary:** The executive summary of the report will provide a concise, abbreviated version of the main report body, conclusions and recommendations.
- **Table of contents and list of figures, tables and appendices.**
- **Introduction:** This section will provide a brief introduction to Export Navigator, the evaluation and the content of the report.
- **Evaluation methodology:** This section will describe the methodology of the review. It will clearly explain or describe why the evaluation was conducted, objectives and scope for the evaluation; the client, audience and key stakeholders for the evaluation; the timing of the work; and the issues/questions addressed by the evaluation. It will include any salient points on methodology observed through the relevant data collection activity, including statements on the accuracy and reliability of the data and a section on limitations.
- **Program description:** This section will provide a more detailed description of Export Navigator including target groups, services, delivery structure, governance, processes, resources and logic model.

- **Main findings:** This section will provide a clear, readable, narrative discussion of the key findings, organized around evaluation issues and questions. Findings will be reported based on clearly stated evidence so that readers can judge the reliability of conclusions. All tables, analysis and commentary will be constructed in a manner that does not allow for the identification of individual responses.
- **Major conclusions:** The conclusion section will provide a synthesis of the findings presented in the body of the report and will be more than a simple summary.
- **Major Recommendations:** The recommendations will address significant issues identified and will be prioritized by their importance in terms of potential impacts they could have on the program. To the extent possible, an assessment of the potential impact on Export Navigator of implementing each recommendation will be provided. The recommendations will be practical and realistically implementable and will be addressed to specific parties. The recommendations may cover a wide range of issues such as target groups, ranges, types and nature of services delivered, resource allocation, delivery structure, use of technology, referral networks, integration with other services, and performance measurement.

A preliminary outline for the final report is as follows:

Executive Summary

1. Introduction
 - 1.1 Background
 - 1.2 Purpose of the Evaluation
 - 1.3 Structure of the Report
2. Overview of the Methodology
 - 2.1 Evaluation Issues and Questions
 - 2.2 Lines of Evidence
 - 2.3 Challenges and Limitations
3. Overview of Export Navigator
 - 3.1 Overview of the Program
 - 3.2 Services Provided
 - 3.3 Service Delivery
 - 3.4 Budget and Expenditures
 - 3.5 Program Logic Model
4. Relevance of the Program
 - 4.1 Continuing Need for the Program
 - 4.2 Success of the Programming in Meeting Client Needs
5. Achievement of Outcomes
 - 5.1 Achievement of Program Goals and Intended Outcomes
 - 5.2 Factors Constraining Achievement of the Intended Outcomes

- 6. Program Design and Delivery
 - 6.1 The Program Model, Structure and Delivery
 - 6.2 Program Efficiency
 - 6.3 Opportunities for Improvement
- 7. Conclusions and Recommendations
 - 7.1 Conclusions
 - 7.2 Recommendations

3.2 TIMING

The timing of the field research, draft and final report are outlined below.

Milestone	Target Date
Completion of the field research	December 10, 2021
Draft Report	December 31, 2021
Final Report and Presentation	January 15, 2022



APPENDICES

Appendix 1: Survey of Non-respondents

1.1 Letter to Target Respondents

Re: Evaluation of the Export Navigator Program

Dear {Contact Person for Client}

Small Business BC (SBBC) has supported delivery of the Export Navigator program since it was first established as a pilot project in 2016. The program offers businesses' access to community-based export specialists who can provide a personalized, step-by-step approach to exporting and help connect businesses to market information, export programs, financial services, and business development experts.

SBBC is undertaking an evaluation of the Export Navigator program. **You are being contacted as someone whose business is registered with the program.** We are interested in hearing from you, whether you became involved in the program or just registered but never met with an Export Advisor.

Please participate by completing:

- The questionnaire online by clicking on the following link: {Insert Link}; or
- A telephone interview. You can contact us by e-mail (ted.weicker@Qatalyst-Research.ca) to set up a specific time and provide a phone number where we can reach you.

Our firm, Qatalyst, has been hired by SBBC to conduct the evaluation. Your decision to participate is voluntary and will not affect your future interactions with SBBC. However, your input is very important. Comments will not be attributed to any individual in any report resulting from this study or in any documentation provided to SBBC.

This will take about 10 minutes of your time. Please note that the target completion date for the survey is {Insert Date}.

Should you have any questions regarding the review please feel free to contact me or Kath Britton, Director of Program Operations, Export Navigator, at kath@exportnavigator.ca.

Sincerely,

Ted

Ted Weicker, C.M.C., C.E.

President, Qatalyst Research Group
210-314 West Cordova St.
Vancouver, BC
Office: 778-379-5590 ext 1

Cell: 778-899-9251

Ted.Weicker@Qatalyst-Research.ca

Website: www.Qatalyst.ca

1.2 Telephone Protocol for Non-responding Clients

1. E-mail the letter of introduction to the client.

- 2.** *(if the respondent has not already contacted us or completed the survey online)* **Phone the respondent.** If the client has already contacted us by telephone or e-mail, contact them to complete the survey according to their instructions. If we have not heard from the client, the objective of the call would be to introduce the survey, tell them about different ways to participate, and confirm that they received the initial e-mail or, if they did not, ask for their email address. The standard script for the call is as follows:

My name is.....and I am calling from the Qatalyst Research Group. We are conducting an evaluation of the Export Navigator program on behalf of Small Business BC. You are being contacted as someone whose business registered with the program. Do you recall receiving an e-mail about this evaluation?

- *(if does not recall or if not distributed) Can I have your email address so we can forward you an e-mail describing the evaluation?*
- *(if obtained) Thank you. You will receive another email from us shortly.*

You can participate in the evaluation by:

- *Scheduling an interview time with me today (obtain time and phone number).*
- *Conducting the survey with me right now.*
- *Completing the survey online (follow-up with an e-mail if they do not have the link).*

Are you willing to participate in this important survey? If yes, how would you like to proceed? (if undecided, indicate that we will follow-up with them again).

- 3. If respondents agree to proceed with interview, administer the questionnaire over the phone.** Thank the respondent for participation. If they indicate that they are not the correct person to complete the survey, obtain a referral to another person in the organization including name, phone number and email.
- 4. Continue to follow-up with the potential clients who have agreed to participate to complete the surveys.**

1.3. Questionnaire

SBBC is undertaking an evaluation of the Export Navigator program. You are being contacted as someone whose business registered with the program. We are interested in hearing from you, whether you became involved in the program or just registered but never met with an Export Advisor. Our firm, Qatalyst, has been hired by SBBC to conduct the evaluation. Your decision to participate is voluntary and will not affect your future interactions with SBBC. However, your input is very important. Comments will not be attributed to any individual in any report resulting from this study or in any documentation provided to SBBC. This should take 10 to 15 minutes to complete.

Your Contact Information

Name of the Business*	Open ended
Your Name*	Open ended
Email Address*	Must include @ with no spaces

* Required fields

Your Experience with the Program

1. Our records indicate that you registered in {month and year of registration}. Since that time, approximately how many times have you communicated with an Export Advisor?

- ☐ Not at all
- ☐ Once or twice
- ☐ 3 to 5 times
- ☐ 6 to 10 times
- ☐ Over 10 times
- ☐ Other (please specify)

IF COMMUNICATED WITH THE EXPORT ADVISOR, SKIP TO QUESTION 3

2. Why did you end up not communicating with an Export Advisor?

- ☐ I was too busy
- ☐ I was not able to or not interested in (further) developing an export market
- ☐ I got assistance from another source
- ☐ I decided I didn't need assistance at this time
- ☐ No one contacted me
- ☐ Don't remember
- ☐ Other (please specify)

SKIP TO QUESTION 4

3. Did the Export Advisor assist you (select all that apply):

- ☐ In assessing the export readiness of your business?
- ☐ In developing or refining plans or strategies for developing export markets?
- ☐ By linking you to market tools and information?
- ☐ By providing referrals other programs or resources?
- ☐ By providing expert advice or guidance?
- ☐ In other ways (please specify)?
- ☐ The Export Advisor did not assist me

Revenues, Exports and Employment

We would like to ask you a few questions about your business revenues, exports and employment. The purpose is to compare the growth of businesses that participated in the program to those that did not.

4. Approximately, what were the sales revenues of your business over the past 12 months?

\$

5. Of these revenues, approximately how much was generated from sales to customers based in: (the total should add up to the figure you reported above)

Markets	\$ Sales
British Columbia?	\$
Other Regions in Canada?	\$
Outside of Canada?	\$
Other (please specify)	\$
Total	

6. (if outside of Canada>0%) From which regions/countries have you earned revenue in the past 12 months?

- ☐ Africa
- ☐ Asia
- ☐ Australia and New Zealand
- ☐ Europe
- ☐ Mexico, Central America and Caribbean
- ☐ South America
- ☐ United States
- ☐ Other (please specify)

7. Since {month and year of registration} when the business registered with the Export Navigator program, would you say that the revenues generated by your business from customers based outside of BC (including those outside of Canada) have:

- ☐ Increased significantly?
- ☐ Increased somewhat?
- ☐ Stayed about the same?
- ☐ Decreased somewhat?
- ☐ Decreased significantly?
- ☐ Other (please specify)

8. What do you mostly attribute that to?

**IF Q1="NOT AT ALL" OR Q3="THE EXPORT ADVISOR DID NOT ASSIST ME"
OR Q7≠INCREASED SIGNIFICANTLY OR SOMEWHAT, SKIP TO QUESTION 12**

9. On a scale of 1 to 5, where 1 is not at all, 3 is to some extent, and 5 is to a great extent, to what extent do you attribute the increase to the assistance that you received through Export Navigator?

Not at All		Somewhat		Great Extent
1	2	3	4	5

IF Q9=1, GO TO QUESTION 12

10. What assistance provided by the program was most important to you?

- ☐ Assessment of the export readiness of my business
- ☐ Assistance in developing or refining plans or strategies for developing export markets
- ☐ Referrals to other programs or resources
- ☐ Linking me to market tools and information?
- ☐ Their expert advice or guidance?
- ☐ Other (please specify)?

11. In the absence of the assistance you received from the program, what revenues do you estimate you would have generated in the past 12 months from customers based in:

Markets	\$ Sales
Other Regions in Canada?	\$
Outside of Canada?	\$
Other (please specify)	\$
Total	

12. How many employees does your business currently have? What was the largest number of people you employed at any one time over the past 12 months and what was the fewest?

Employment	
Current employment	
Largest number in the past 12 months	
Fewest number in the past 12 months	

13. For some businesses, COVID-19 has had a significant impact (positive or negative) on the value of their sales from customers located outside of BC. Would you say that, because of COVID-19, your sales revenues from outside of BC over the past 12 months were:

- ☐ Significantly higher than they otherwise would have been?
- ☐ Somewhat higher?
- ☐ It made no difference?
- ☐ Somewhat lower?
- ☐ Significantly lower than they otherwise would have been?
- ☐ Other (please specify)

14. Comments:

IF Q1="NOT AT ALL" OR Q3="THE EXPORT ADVISOR DID NOT ASSIST ME",
THANK AND END THE SURVEY

SATISFACTION WITH THE PROGRAM

15. On a scale of 1 to 5, where 1 is not at all satisfied, 3 is to somewhat satisfied, and 5 is very satisfied, to what extent are you satisfied with the assistance that you received through Export Navigator?

Not at All

Somewhat

Great Extent

1

2

3

4

5

16. How could the services associated with Export Navigator be improved? What additional services could be provided to make it more useful to business like yours?

Thank you for participating!

Appendix 2: Follow-up With Reporting Clients

2.1 Letter to Target Respondents

Re: Evaluation of the Export Navigator Program

Dear {Contact Person for Client}

SBBC is undertaking an evaluation of Export Navigator. The purpose of the evaluation is to assess the need for the program, review the impacts that it has had on businesses, and identify opportunities for improvement.

You are being contacted as someone who has participated in the program and reported progress in making export sales. We wanted to find more about the progress you have made, the factors that have contributed to that, and how the program may have helped.

Please participate by completing:

- The questionnaire online by clicking on the following link: {Insert Link}; or
- A telephone interview. You can contact us by e-mail (ted.weicker@Qatalyst-Research.ca) to set up a specific time and provide a phone number where we can reach you.

Our firm, Qatalyst Research Group, has been hired by SBBC to conduct the evaluation. Your decision to participate is voluntary and will not affect your future interactions with SBBC. However, your input is very important. Comments will not be attributed to any individual in any report resulting from this study or in any documentation provided to SBBC.

This will take about 10 minutes of your time. Please note that the target completion date for the survey is {Insert Date}.

Should you have any questions regarding the review please feel free to contact me or Kath Britton, Director of Program Operations, Export Navigator, at kath@exportnavigator.ca.

Sincerely,

Ted

Ted Weicker, C.M.C., C.E.

President, Qatalyst Research Group
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Office: 778-379-5590 ext 1
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Ted.Weicker@Qatalyst-Research.ca

2.2 Telephone Protocol for Non-responding Clients

- 1. E-mail the letter of introduction to the client.**
- 2. (if the respondent has not already contacted us or completed the survey online) Phone the respondent.** If the client has already contacted us by telephone or e-mail, contact them to complete the survey according to their instructions. If we have not heard from the client, the objectives of the call would be to introduce the survey, tell them about different ways to participate, and confirm that they received the initial e-mail or, if they did not, ask for their email address. The standard script for the call is as follows:

My name is.....and I am calling from the Qatalyst Research Group. We are conducting an evaluation of the Export Navigator program on behalf of Small Business BC. You are being contacted as someone who has participated in the program and reported progress in making export sales. We wanted to find more about the progress you have made, the factors that have contributed to that, and how the program may have helped. Do you recall receiving an e-mail about this evaluation?

- *(if does not recall or if not distributed) Can I have your email address so we can forward you an e-mail describing the evaluation?*
- *(if obtained) Thank you. You will receive another email from us shortly.*

You can participate in the evaluation by:

- *Scheduling an interview time with me today (obtain time and phone number).*
- *Conducting the survey with me right now.*
- *Completing the survey online (follow-up with an e-mail if they do not have the link).*

Are you willing to participate in this important survey? If yes, how would you like to proceed? (if undecided, indicate that we will follow-up with them again).

- 3. If respondents agree to proceed with interview, administer the questionnaire over the phone.** Thank the respondent for participation. If they indicate that they are not the correct person to complete the survey, obtain a referral to another person in the organization including name, phone number and email.
- 4. Continue to follow-up with the potential clients who have agreed to participate to complete the surveys.**

2.3. Questionnaire

SBBC is undertaking an evaluation of the Export Navigator program. You are being contacted as someone who has participated in the program and reported progress in making export sales. We wanted to find more about the progress you have made, the factors that have contributed to that, and how the program may have helped.

Our firm, Qatalyst Research Group, has been hired by SBBC to conduct the evaluation. Your decision to participate is voluntary and will not affect your future interactions with SBBC. However, your input is very important. Comments will not be attributed to any individual in any report resulting from this study or in any documentation provided to SBBC. This should take 10 to 15 minutes to complete.

Your Contact Information

Name of the Business*	Open ended
Your Name*	Open ended
Email Address*	Must include @ with no spaces

* Required fields

Growth in Sales Outside of BC and Outside Canada

1. Our records indicate that your business first registered with the Export Navigator program in {month and year of registration}. Since then, would you say that the revenues generated by your business from customers based outside of BC (including those outside of Canada) have:

- ☐ Increased significantly?
- ☐ Increased somewhat?
- ☐ Stayed about the same?
- ☐ Decreased somewhat?
- ☐ Decreased significantly?
- ☐ Other (please specify)

2. Comments:

IF Q1=INCREASED SIGNIFICANTLY OR SOMEWHAT, SKIP TO QUESTION 7

3. On a scale of 1 to 5, where 1 is not at all, 3 is to some extent, and 5 is to a great extent, to what extent do you attribute this increase in sales revenues to the assistance that you received through Export Navigator?

Not at All		Somewhat		Great Extent
1	2	3	4	5

IF Q3<3, GO TO QUESTION 8

4. Did that assistance primarily help you in:

- ☐ Increasing your sales outside of Canada?
- ☐ Increasing your sales in other parts of Canada?
- ☐ Both
- ☐ Other (please specify)

5. What assistance provided by the program was most important to you?

- ☐ Assessment of the export readiness of my business
- ☐ Assistance in developing or refining plans or strategies for developing export markets
- ☐ Referrals other programs or resources
- ☐ Linking me to market tools and information?
- ☐ Their expert advice or guidance?
- ☐ Other (please specify)?

6. What referral or referrals were particularly useful to you?

- ☐ BC Ministry of Jobs, Economic Recovery and Innovation
- ☐ Global Affairs Canada (GAC)
- ☐ Greater Vancouver Board of Trade (VBOT or TAP)
- ☐ BC Ministry of Agriculture, Food and Fisheries
- ☐ Agriculture & Agri-Food Canada (AAFC)
- ☐ Community Futures
- ☐ BDC (Business Development Canada)
- ☐ Women's Enterprise Centre
- ☐ Other (please specify)

7. What assistance did you receive from other sources that was particularly helpful to you in further developing your export sales?

8. Approximately, what were the sales revenues of your business over the past 12 months?

\$

9. Of these revenues, approximately how much was generated from sales to customers based in: (the total should add up to the figure you reported above)

Markets	\$ Sales
British Columbia?	\$
Other Regions in Canada?	\$
Outside of Canada?	\$
Other (please specify)	\$
Total	

10. In the absence of the assistance you received from the program, what revenues do you estimate you would have generated in the past 12 months from customers based in:

Markets	\$ Sales
BC	\$
Other Regions in Canada?	\$
Outside of Canada?	\$
Other (please specify)	\$
Total	

11. Apart from sales, what other (if any) impacts did the assistance you received through Export Navigator have on you and your business?
12. For some businesses, COVID-19 has had a significant impact (positive or negative) on the value of their sales from customers located outside of BC. Would you say that, because of COVID-19, your sales outside of BC over the past 12 months were:
- ☐ Significantly higher than they otherwise would have been?
 - ☐ Somewhat higher?
 - ☐ It made no difference?
 - ☐ Somewhat lower?
 - ☐ Significantly lower than they otherwise would have been?
 - ☐ Other (please specify)

13. Comments:

14. How many employees does your business currently have? What was the largest number of people you employed at any one time over the past 12 months and what was the fewest?

Employment	
Current employment	
Largest number in the past 12 months	
Fewest number in the past 12 months	

SATISFACTION WITH THE PROGRAM

15. On a scale of 1 to 5, where 1 is not at all satisfied, 3 is to somewhat satisfied, and 5 is very satisfied, to what extent are you satisfied with the assistance that you received through Export Navigator?

Not at All

Somewhat

Great Extent

1

2

3

4

5

16. How could the services associated with Export Navigator be improved? What additional services could be provided to make it more useful to business like yours?

Thank you for participating!

Appendix 3: Interviews with Key Informants

3.1 Letter to Key Informants

Re: Evaluation of the Export Navigator Program

Dear {Contact Person for Client}

Small Business BC (SBBC) is undertaking an evaluation of Export Navigator. The purpose of the evaluation is to assess the need for the program, review the impacts that it has had on businesses, and identify opportunities for improvement.

You are being contacted as someone who has been associated with the program or is familiar with it. We would like to set up a 40-minute interview with you. Please contact us by e-mail (ted.weicker@Qatalyst-Research.ca) to set up a specific time and provide a preferred phone number where we can reach you.

Alternatively, if you prefer, you can respond to our questions online by clicking on the following link: {Insert Link}.

Our firm, Qatalyst Research Group, has been engaged by SBBC to conduct the evaluation. While your decision to participate is voluntary, your input is very important. Comments will not be attributed to any individual in any report resulting from this study or in any documentation provided to SBBC.

Should you have any questions regarding the review please feel free to contact me or Kath Britton, Director of Program Operations, Export Navigator, at kath@exportnavigator.ca.

Sincerely,

Ted

Ted Weicker, C.M.C., C.E.

President, Qatalyst Research Group

210-314 West Cordova St.

Vancouver, BC

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Ted.Weicker@Qatalyst-Research.ca

Website: www.Qatalyst.ca

3.2 Key Informant Guide

Small Business BC (SBBC) is undertaking an evaluation of Export Navigator. The purpose of the evaluation is to assess the need for the program, review the impacts that it has had on businesses, and identify opportunities for improvement.

You are being invited to participate as someone who has been associated with the program or is familiar with it. Our firm, Qatalyst Research Group, has been engaged by SBBC to conduct the evaluation. Comments will not be attributed to any individual in any report resulting from this study or in any documentation provided to SBBC.

CONTACT INFORMATION

Respondent	
Organization	
Phone Number	
Email	

Questions

1. Are you either:

- ☐ Employed by SBBC?
- ☐ An Export Advisor?
- ☐ Neither

IF Q1=SBBC or EXPORT ADVISOR, SKIP TO QUESTION 5

2. On a scale of 1 to 5, where 1 is not at all, 3 is somewhat, and 5 is very familiar, how familiar are you with the Export Navigator Program?

Not at all		Somewhat		Very Familiar	
1	2	3	4	5	N/A

3. In what ways have you been involved with the program?

4. How long have you been involved?

5. Is there a continuing need for the type of services provided by Export Navigator (on a scale of 1 to 5, where 1 is no need at all, 3 is some need, and 5 is a great need)?

- | | | | | | |
|------------|---|-----------|---|------------|-----|
| Not at all | | Some need | | Great need | |
| 1 | 2 | 3 | 4 | 5 | N/A |
6. **Why is that?**
 7. **What other programs and services are available to assist small businesses in BC to develop and expand markets in the rest of Canada and outside of Canada?**
 8. **How does Export Navigator complement these other programs?**
 9. **What, if any, areas of duplication or overlap are there between those programs and Export Navigator?**
 10. **On a scale of 1 to 5, where 1 is not at all effective, 3 is somewhat effective and 5 is very effective, how effective has the program been in:**

	Not At All		Some-what		Very	n/a
Creating awareness of the program among target clients?	1	2	3	4	5	n/a
Generating appropriate referrals to the program from other organizations?	1	2	3	4	5	n/a
Reaching under-represented groups including women, youth and Indigenous and immigrant owned businesses?	1	2	3	4	5	n/a

11. **(If 10a, b or c >3) In what respects has the program been effective in creating awareness and attracting target clients?**
12. **(If 10a, b or c >=3) Where is further improvement required? Which group or groups are proving difficult to reach? What changes or alternative approaches do you recommend?**
13. **On a scale of 1 to 5, where 1 is not at all effective, 3 is somewhat effective and 5 is very effective, how effective do you think the program has been in moving businesses along the export continuum?**

- | | | | | | |
|------------|---|----------|---|----------------|-----|
| Not at all | | Somewhat | | Very Effective | |
| 1 | 2 | 3 | 4 | 5 | N/A |
14. **What are the major challenges or constraints in moving business along the continuum?**
 15. **How could the program become more effective addressing these challenges or constraints?**

16. (for SBBC representatives and Export Advisors) **One of the intended impacts of the program was to save clients the cost of proceeding with plans when they are not ready to export. How often does that happen? Please provide some examples.**
17. (for SBBC representatives and Export Advisors) **Another intended impact of the program was to stimulating adoption of advanced technologies or sound management/business practices. How often does that happen? Please provide some examples.**
18. (excluding SBBC and Export Advisors) **Have you been involved in:**
- Making referrals of clients to the Export Navigator Program?
 - Receiving referrals from the program?
 - Both?
 - Neither?
 - Other (please specify)?

IF NOT INVOLVED, SKIP TO QUESTION 21

19. **How well is the referral network working? Are the right clients being referred? Are the clients getting the assistance they need?**
20. **What recommendations do you have to improve the effectiveness of referrals?**
21. **In your opinion, is Export Navigator a cost-effective approach for promoting export development?**
- Yes
 - No
 - Not sure
 - Other (please specify)
22. (if yes or no) **Why is that?**
23. **Do you have any recommendations for making the program more cost-effective? Would you recommend an alternative approach or changes to the existing model?**
24. (if an Export Advisory or employed by SBBC) **Are the metrics used to reports on the performance of the program appropriate?**
25. **Do you any recommendations regarding to improve how the performance of the program is measured and reported?**
26. **Do you have any recommendations or comments regarding Export Navigator?**

