

**Supporting Statement and Additional Documentation**  
**Revised May 7, 2015**

**Research Title: Women's Participation in Corporate  
Supplier Diversity Programs**

**Research Sponsor: National Women's Business Council**

**Research Contractor: NewPoint Strategies, LLC**

**Contract Number: SBAHQ-14-M-0124**

# Table of Contents

A. Justification.....	3
B. Collection of Information Employing Statistical Methods.....	10
APPENDIX 1 – Notice to Potential Survey Participants.....	14
APPENDIX 2 – Survey of Women Business Owners.....	15
APPENDIX 3 – Focus Group Invitation.....	27
APPENDIX 4 – Focus Group Confirmation.....	28
APPENDIX 5 – Invitation & Pre-Focus Group Participant Profile.....	29
APPENDIX 6 – Focus Group Consent Form.....	32
APPENDIX 7– Focus Group Moderator Guide.....	34
APPENDIX 8 – Invitation to Corporate Supplier Diversity Managers.....	38
APPENDIX 9 – Attachment to Notice/Invitation E-Mails.....	39
APPENDIX 10 – Confirmation of Interview.....	40
APPENDIX 11 – Pre-Interview Questionnaire for Supplier Diversity Leaders.....	41
APPENDIX 12 – Interview Questions for Supplier Diversity Leaders.....	43
APPENDIX 13 – 60-Day Federal Register Notice.....	45

**National Women’s Business Council  
Supporting Statement and Additional Documentation**

**Women’s Participation in Corporate Supplier Diversity Programs**

**A. Justification**

**1. CIRCUMSTANCES THAT NECESSITATE COLLECTION OF INFORMATION**

The National Women’s Business Council (NWBC or Council) is a non-partisan federal advisory council created to serve as an independent source of advice and counsel to the President, Congress, and the U.S. Small Business Administration on economic issues of importance to women business owners. The Council’s mission is to promote initiatives, policies, and programs designed to support women’s business enterprises at all stages of development in the public and private sector marketplaces—from start-up to success. In order to provide sound policy advice related to its mission, NWBC is charged, in its statutory authority, with conducting "such studies and other research relating to the award of federal prime contracts and subcontracts to women-owned businesses, to access to credit and investment capital by women entrepreneurs, or to other issues relating to women-owned businesses, as the Council determines to be appropriate." The statutory authority for NWBC is codified at 15 U.S.C. 7105 and 15 U.S.C. 7109a.

One of NWBC’s research priorities in 2014–15 is to explore and understand women’s participation in corporate supplier diversity programs. According to a Dun & Bradstreet white paper, less than 1% of all domestic and international suppliers to corporations and governments are women-owned firms<sup>1</sup>. This research collection will allow the identification and analysis of factors that facilitate or impede women-owned businesses’ participation in private sector supplier diversity programs and, through such programs, gain a larger share of the supplier market and revenue.

While growth in the number of women-owned businesses has significantly exceeded the national average, their percentage of total revenue and employment has essentially remained stagnant since 1997. Further, women-owned businesses capture only about 4% of total U.S. corporate spending with outside suppliers and, on a global basis, this shrinks to less than 1%.<sup>2</sup> Supplying goods and services to large corporations is an opportunity for women-owned businesses to grow their businesses, yet it is clear that few have succeeded in accessing the corporate market.

Identifying opportunities and assisting women-owned businesses to penetrate the corporate market could increase the profitability of these companies and, as a result, they would have an

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<sup>1</sup>Dun & Bradstreet Whitepaper: The Growing Business Imperative for Supplier Diversity. (<http://www.dnb.com/lc/supply-management-education/the-growing-business-imperative-for-supplier-diversity.html#.U8WIFWcg-P8>)

<sup>2</sup> Center for Women’s Business Research, 2003; Dun and Bradstreet; WE Connect, 2013.

even stronger impact on the U.S. economy. Supplier diversity programs, intentional efforts by corporations to increase spending with women-owned (and minority-owned) firms, are a potential avenue through which women-owned businesses can gain a larger share of the corporate market. This research investigates factors that contribute to or hamper the ability of women-owned businesses to grow and expand by using corporate supplier diversity programs. We also examine what activities and practices supplier diversity programs pursue that facilitate or create challenges to the ability of women-owned businesses to successfully gain business in the corporate market.

Currently, there is minimal data or information available that addresses the participation of women in corporate supplier diversity programs. As such, the collection of information is necessary to fill the current void in the literature on the factors that facilitate or impede the ability of women-owned businesses to gain access to and grow their businesses through corporate markets. The data collection is needed in order to develop specific and actionable recommendations to increase opportunities for women-owned businesses to obtain corporate contracts and make an even greater contribution to the U.S. economy.

The NWBC has contracted with NewPoint Strategies, LLC (NewPoint) to conduct this study (SBAHQ-14-M-0124).

## **2. PURPOSE AND USE OF INFORMATION COLLECTED**

The purpose of the information to be collected is to fill the gap in current knowledge about the opportunities and challenges women-owned businesses have faced in their experiences with corporate supplier diversity programs; the perceived and actual value corporations gain by offering supplier diversity programs; how corporations intentionally support the success of women-owned businesses; and what factors are most critical to the success of supplier diversity programs—from the perspective of both women entrepreneurs and corporations.

A deeper understanding of how women entrepreneurs can expand their businesses through participation in supplier diversity programs, including access to the lucrative business-to-business marketplace, can assist policy-makers to address structural and other issues that may impede women-owned firms from realizing their full economic potential. NWBC will use information gathered from this data collection to produce recommendations to the President, Congress, and the SBA on policy and program initiatives to facilitate the growth of women-owned businesses. The information will also be used to provide practical guidance to women business owners on how corporate supplier diversity programs can be leveraged to increase opportunities for their companies to gain access to corporate markets.

Through the proposed survey and focus groups, NWBC will obtain vital information about corporate supplier diversity programs, and the experiences of women-owned businesses, in such programs. The findings from the study will contribute to NWBC's ability to advance its mission of promoting policies, programs and initiatives that support the growth of women-owned businesses and job creation. The specific survey and focus groups will seek answers to the following specific questions:

- a. How do demographic, social, economic and other factors impact the ability of women business owners to gain entry into and successfully participate in corporate supplier diversity programs?
- b. What are the benefits of supplier diversity programs – to both women business owners who participate in and corporations that offer such programs?
- c. How aware are women business owners of supplier diversity programs and the opportunities for growth they might offer?
- d. How can women business owners overcome the challenges and barriers that hinder their participation in corporate supplier diversity programs?

The information collected will help the NWBC reach its goal of providing relevant and timely policy recommendations to the SBA, Congress, White House and other stakeholders on the needs of women business owners as they pursue business growth, which drives job creation and economic growth.

### **3. USE OF TECHNOLOGY**

Data for the study will be collected through a Literature Review and analysis of existing data (available from sources such as the U.S. Census and Kauffmann Foundation), a nationwide survey of women business owners, focus groups with women business owners in four cities, and individual interviews with managers of corporate diversity programs. All methods of data collection will, to the maximum extent possible, employ information technology to communicate and gather information from participants (and potential participants) in the study.

An electronic survey will be distributed to women business owners across the United States to collect information regarding their efforts to gain access to the corporate market and their experiences with corporate supplier diversity programs. NWBC has established relationships with the Women's Business Enterprise National Council, the U.S. Women's Chamber of Commerce, the National Women Business Owners Corporation and the El Paso Hispanic Chamber of Commerce, the four organizations that certify women-owned businesses. The Women's Business Enterprise National Council is the largest third-party certifier of women-owned businesses and also serves on the National Women's Business Council. The survey will be distributed through these organizations to women business owners in their databases. Distributing the survey through these organizations will allow us to reach a broad range of women business owners who will be representative of the population of women-owned businesses in the United States.

The survey will be hosted on a secure site, and respondents will receive a link to complete the survey. Respondents may take the survey at their convenience and submit it within the applicable study timelines. The use of skip patterns will also minimize respondents' burden by presenting only those questions that apply to them. Any fees or costs associated with providing the survey electronically will be paid and executed by the Contractor directly.

Focus groups will be conducted face-to-face in Washington, D.C., New York City, Chicago, and Los Angeles, four of the top five metropolitan areas with the largest number of women-owned

businesses. Two focus groups will be conducted in each city, and each session will last no longer than 2 hours. As with the survey, focus group participants will be identified through organizations that certify women-owned businesses. A notice of the study and invitation to participate in a focus group will be sent to a random selection of women business owners in the selected cities only. Those who are interested in participating in a focus group will be asked to complete and electronically submit a brief profile to determine their eligibility and willingness to participate in a focus group session. A follow-up telephone call will be made to eligible participants to efficiently schedule them in a specific session. Confirmation of location, date, and time of the focus groups will be communicated via e-mail to each participant.

Telephone interviews will be conducted with 20 corporate supplier diversity program leaders whose organizations are members of the Women's Business Enterprise National Council (WBENC), the largest third-party certifier of women-owned businesses in the United States. A request to participate in an interview will be e-mailed to leaders by NWBC. Leaders who agree to be interviewed will be asked to complete a questionnaire to provide background information on their company's supplier diversity program and return it to NewPoint via e-mail. Upon receipt of completed questionnaires, NewPoint will call the leaders to schedule the interview, which will last no longer than 60 minutes.

#### **4. EFFORTS TO IDENTIFY DUPLICATION**

Detailed literature searches were conducted to identify any existing information on the topic. The searches confirmed that there is minimal existing information that specifically addresses the participation of women-owned businesses in corporate supplier diversity programs.

#### **5. EFFORTS TO MINIMIZE BURDEN ON SMALL BUSINESSES**

The time burden to the small business owners who will complete the survey and participate in the focus groups has been kept to the smallest amount of time possible to obtain the required information. In addition, the sample size has been kept as small as possible to achieve the desired results. The survey has been designed to be user-friendly and minimize demands on respondents; it can be completed at the owner's convenience so as not to interfere with business practices. Since the study is designed to assess the experiences of women-owned firms and most of the respondents will be small businesses, we believe owners are most likely to be able to provide the information required however, the survey may be completed by someone designated by the owner to do so on her behalf. Completion of the survey and participation in the focus groups are voluntary. The overall impact, and the impact on individual businesses, is very modest given the number of participants and time commitment expected.

#### **6. CONSEQUENCES IF COLLECTION IS NOT CONDUCTED**

This will be a one-time data collection per participant, which occurs over a short period of time. Authority for NWBC provides that it shall "develop and promote new initiatives, policies, programs, and plans designed to foster women's business enterprise." To responsibly fulfill this mandate, it is essential that the Council provide recommendations that are informed by research. If the data are not collected, there will be incomplete information available by which

to formulate recommendations that would increase the ability of women-owned businesses to access and grow through corporate markets.

#### **7. SPECIAL CIRCUMSTANCES**

No special circumstances apply to the data collection.

#### **8. PUBLICATION OF NOTICE IN THE FEDERAL REGISTER**

As required by 5 CFR 1320.8 (d), the 60-day public comment notice was published in the Federal Register, 79FR 63204–63205, on October 22, 2014. No comments were received from the public by the end of the comment period on December 22, 2014. A copy of the Federal Register notice is attached to this submission as Attachment 13.

NWBC contracted with NewPoint Strategies, LLC to conduct a review of current literature on the participation of women-owned businesses in the corporate market and corporate supplier diversity programs. NewPoint also consulted with private organizations that certify women-owned businesses to obtain their views on the availability of data and information to be collected. The organizations consulted (Women’s Business Enterprise National Council, U.S. Women’s Chamber, U.S. Black Chamber of Commerce, and the El Paso Hispanic Chamber of Commerce) expressed most interest in identifying impediments to the participation of women-owned businesses in the corporate market and ways to increase such participation.

#### **9. PAYMENT TO RESPONDENTS**

An incentive of \$40 will be provided to each participant in the focus groups. It is standard practice in the research field to offer an incentive in order encourage participation. No payment will be made to survey respondents.

#### **10. ASSURANCE OF CONFIDENTIALITY**

The survey will be completed via an Internet link. No names or other personally identifiable information will be requested on the survey. All survey data will be presented in aggregate form and not individually. An assurance of privacy will be included with the survey instructions to inform participants that their responses will be combined with those of other survey respondents and that individual responses will only be reviewed by the consultants of NewPoint. Responses to open-ended questions in the survey will be reviewed to ensure that no identifying information is included.

All data collected during the screening process for focus group participants will be protected. Each participant profile will be assigned a unique identification number for data file management and the numbers assigned to each participant will be kept in a file separate from all other data. Focus group participants will be identified only by first name during the focus group sessions, and their names will not be associated with data reported or shared with NWBC. Last names of participants and business names will be known only to the research team. The sessions will be audio-recorded to assure accuracy of the data. Tapes of the session will be destroyed after they have been transcribed and, after the report is completed, the transcripts will also be destroyed. NewPoint will hold all data securely at its facility. All reported data will

be aggregated within regions and across all focus groups. In the event individual comments or testimonials are presented in the report, no names will be attached.

Interviews with supplier diversity leaders will be recorded by the interviewer to assure accuracy. Reported data will be aggregated, and no individual or company names will be included without written approval of the interviewee. Tapes and transcripts of the interviews will be destroyed upon completion of the report.

In all instances, surveys, focus groups and interviews, participants will be advised that no identifiable information or data will be released to any unauthorized third party without prior written approval of the respondent unless required by law.

#### **11. JUSTIFICATION OF QUESTIONS OF A SENSITIVE NATURE**

Questions of a sensitive nature will not be included (questions involving sexual behavior and attitudes, religious beliefs, and other similar matters). Questions about business revenue and profit will be asked, but that information will not be linked to any specific individual in any identifiable way. This data will be presented and summarized in aggregate form only.

A review of the literature on women-owned businesses found that race, ethnicity, relationship status and family obligations have an impact on business performance and outcomes. For example, women business owners spend more time providing childcare and eldercare than their male counterparts and this may limit their desire and/or ability to expand their businesses. As such, the study also requests demographic information in order to analyze and understand how these factors might impact the ability of women-owned businesses to obtain corporate contracts through supplier diversity programs.

#### **12. ESTIMATION OF TIME BURDEN FOR RESPONDENTS**

A maximum of four organizations will aid in the recruitment of participants for the study including survey respondents, focus group participants, and corporate supplier diversity leaders. For the survey and focus groups, organizations may directly distribute the information electronically to an e-mail distribution list, or they may provide the e-mail list to the Contractor for information dissemination. Organizations develop the e-mail distribution list and distribute the information to their database or send the distribution list to the NWBC for dissemination of the information. They will also electronically distribute interview requests to a selection of their corporate members. The time burden for these activities is estimated at 180 minutes.

The survey will be distributed to approximately 2,500 women business owners with an anticipated response rate of 20%, resulting in 500 participants. We assume a 20% response rate based on: the typical response rate of 10 – 20% for surveys (which is often higher for online surveys); the length and design of the survey instrument; and the target audience which, because the study could help them grow their businesses, is likely to be motivated to participate in the study. The time burden for those who opt not to complete the survey is estimated at 5 minutes; for those who complete the survey, the estimate is approximately 30 minutes. Focus group invitations will be distributed to approximately 480 women business owners (120 in each city). It is anticipated that of the 480 women business owners who are



contacted and screened, a maximum of 96 will participate in the focus groups. For those who are not eligible, willing, or able to participate in the focus groups, the time burden is approximately 5 minutes. The annual time burden for those participating in the focus groups is estimated at 150 minutes including participation in the discussion and associated activities (such as screening for eligibility, completing a participant profile, and confirmation-related communications).

To obtain 20 participants for the corporate supplier diversity program manager interviews, it is anticipated that 40 contacts will be made. For the 20 who are contacted, but are not willing or able to provide an interview, the time burden estimate is approximately 5 minutes. The annual time burden is estimated at 90 minutes for those who provide an interview (60 minutes) and complete a pre-interview questionnaire (30 minutes).

Time burden estimates for survey, focus group and interview participants were determined by considering the number of questions, the types of responses required (e.g. select one, multiple selections, open-ended) and the number of each type of response, and the length of the instructions to the respondents. In addition, the survey and pre-interview questionnaire were pre-tested by a small group of women business owners and corporate supplier diversity managers respectively, to verify the time required for completion.

To estimate the annualized cost of the study, we assumed 2,000 working hours. For organizations that will participate in the study, we assumed an annual salary of \$51,000, which is the median salary of a research analyst as reported by PayScale Human Resources as of September 2014<sup>3</sup>, resulting in a cost per organization of \$25.50 per hour. For survey and focus group participants, we assumed an annual salary of \$75,000, which is the median salary of small business owners and operators as reported by PayScale Human Resources as of September 2014<sup>4</sup>, resulting in a cost per participant of \$37.50 per hour. To estimate the annualized cost of the time burden for interview participants, we assumed an annual salary of \$85,000, which is the median supplier diversity director salary as reported by PayScale Human Resources as of September 2014<sup>5</sup>, resulting in a cost per participant of \$42.50.

The total time burden for all segments of the study is estimated at 732.3 hours; the total burden cost for the study is estimated at \$27,475.25. The estimated time and time cost burden for each study segment is shown below.

	<b>Time Burden</b>	<b>Time Burden Cost</b>
<b>Organizations</b>	12 hours	\$306

<sup>3</sup>[http://www.payscale.com/research/US/Job=Research\\_Analyst/Salary](http://www.payscale.com/research/US/Job=Research_Analyst/Salary)

<sup>4</sup>[http://www.payscale.com/research/US/Job=Small\\_Business\\_Owner\\_%2F\\_Operator/Salary](http://www.payscale.com/research/US/Job=Small_Business_Owner_%2F_Operator/Salary)

<sup>5</sup>[http://www.payscale.com/research/US/Job=Supplier\\_Diversity\\_Director/Salary](http://www.payscale.com/research/US/Job=Supplier_Diversity_Director/Salary)

Survey Participants	416.7 hours	\$15,626.25
Focus Group Participants	272 hours	\$10,200
Interview Participants	31.6 hours	\$1343
<b>STUDY TOTAL</b>	<b>732.3 hours</b>	<b>\$27,475.25</b>

**13. ESTIMATION OF ANNUALIZED COST TO RESPONDENTS**

There is no additional cost burden to respondents in this study, other than the time burden noted above.

**14. ESTIMATION OF ANNUALIZED COST BURDEN TO THE FEDERAL GOVERNMENT**

The cost to the federal government is limited to the contracted cost for outside services. These costs are inclusive of labor and expenses for the design and implementation of study methods, instruments and process, recruitment of participants, travel, mailing, incentives, and general and administrative fees. The total estimated contractor costs for this data collection is \$102,636.

**15. EXPLANATION OF PROGRAM CHANGES**

This is a new data collection; there are no program changes.

**16. PLANS FOR TABULATION AND PUBLICATION**

It is anticipated that the survey will be distributed in March 2015; focus group and interview participants will be recruited in March; and interviews and focus groups will be conducted in April. Analysis of all data is expected to occur in May and a draft report submitted to NWBC in June. The final report is scheduled be submitted to NWBC in August 2015. NWBC plans to publish and distribute the report to stakeholders and make the report available to the public on its website in October 2015.

**17. DISPLAY OF OMB APPROVAL EXPIRATION DATE**

The OMB approval expiration date will be displayed.

**18. EXCEPTIONS TO THE CERTIFICATION STATEMENT OF OMB FORM 83-I**

There are no exceptions to the certification statement.

**B. Collection of Information Employing Statistical Methods**

## **1. RESPONDENT UNIVERSE AND SELECTION METHODS**

Data for this study will be collected through a nationwide survey, focus groups, and interviews. The respondent universe for this study will consist of approximately 12,000 women business owners in the United States who have been certified by the Women's Business Enterprise National Council, the U.S. Women's Chamber, the National Women Business Owners Corporation, and/or the El Paso Hispanic Chamber of Commerce. The study may also include businesses owned by women that have been certified as minority business enterprises by the National Minority Supplier Development Council.

The survey will be distributed to 2,500 potential respondents in an effort to collect information from approximately 500 women business owners (assuming a 20% response rate). The survey sample will be selected through a stratified random sample based on race and ethnicity of women business owners in the United States. Stratified random sampling will allow selection of a sample population that is reflective of the racial/ethnic/cultural demographics of the universe of women business owners in the United States. The sample size of each stratum within the random selection will be large enough to allow statistically valid and reliable information. Oversampling to ensure an adequate representation of minority women business owners may be used.

Focus groups will be held in Washington, D.C., New York City, Chicago, and Los Angeles. We will develop a list of women business owners in each city from the respondent universe described above; a random selection of 120 potential participants in each city will then be drawn from this list and invited to participate in the focus groups. Notice of the focus groups and invitations to participate will be distributed by e-mail. Potential participants who express interest in participating in the focus groups will be asked to complete a brief profile and return it electronically to the contractor. We have estimated a response rate of 20% for the focus groups however, the subject population is a motivated population, and the response rate may be higher. The profile provided by participants will be used to screen potential participants for eligibility and, if more than 24 potential participants in each location respond positively to the invitation to participate, we will use the profile data to conduct a convenience sampling to ensure a diverse and balanced group (based on variables such as race/ethnicity/cultural origin; years in business; revenue; etc.).

Statistical methods will not be used to select the corporate supplier diversity leaders who will be interviewed. Participants will be corporate members of the Women's Business Enterprise National Council and selected by that organization for their experience and success in providing contract opportunities for women-owned businesses.

## **2. PROCEDURES FOR THE COLLECTION OF INFORMATION**

In order to maximize the ability to apply the research findings to the entire population of women business owners in the United States, we will use stratified random sampling to select a final survey sample that is reflective of the racial/ethnic/cultural demographics of this population. This is particularly important to this study since the number of companies owned by minority women is increasing faster than all other small businesses.

A sample of 385 women business owners will provide estimates of the population with a margin of error of 5% at the 95% confidence level. The table below shows the target sample size for each stratum. The strata proportions are based on a 2012 analysis of U.S. Census data by the NWBC, which reported the percentage of women-owned businesses owned by race and ethnicity. (It should be noted that the figures below exceed 100% because individuals may self-select more than one identity.)

<b>Race/ethnicity</b>	<b>Women Business Owner Population</b>	<b>Sample Size</b>
White	81.6%	275
Black or African American	11.7%	45
Hispanic	10.1%	39
Asian	6.7%	29
American Indian/Alaska Native	1.2%	5
Native Hawaiian/Other Pacific Islander	0.2%	1

The survey sample will be drawn from a list of 12,000 women entrepreneurs belonging to the Women’s Business Enterprise National Council (WBENC). The results of the survey will be based on a random sample of WBENC members and will be generalizable to the population of women business owners who are members of WBENC. These women business owners represent the majority of women business owners, certified as such, that transact business with the large corporations that conduct supplier diversity programming. The estimated response rates will produce a final sample size for meaningful statistical analysis of survey data reflective of the entire population of women business owners, and an appropriate number of subjects for data collection in the focus groups.

Focus groups with women business owners will be conducted to obtain more in-depth insights on topics covered in the survey. The focus groups will use convenience sampling. Since this work is qualitative, findings will be considered descriptive and directional, but not definitive. No attempt will be made to generalize findings from the focus groups as nationally representative or statistically valid.

This is a one-time data collection, so periodic data collection cycles are not needed to reduce burden on participants.

### **3. METHODS TO MAXIMIZE RESPONSE RATE**

Several steps will be taken to maximize response rates.

- Relationships have been established with the collaborating organizations from which the sample will be drawn. These organizations were selected based on their extensive databases of women-owned businesses. The initial notification about the data collection will be sent by the collaborating organizations with which potential respondents have an

existing relationship. The notification will emphasize the value of their participation in the data collection and how the results will be used.

- The survey instrument was designed to be user-friendly and as nonintrusive as possible. For example, while participants are asked for revenue information, they are given a range from which to respond since respondents will be more likely to answer in this format rather than if asked to provide specific revenue figures. Further, the survey and focus group questions were tested by a small group (n=<9) of women business owners to identify any problems that could deter respondents from completing the survey.
- Once the survey has been distributed, e-mail reminders to complete the survey will be sent at 7 days, 14 days, and 21 days. The survey will be closed at 30 days post distribution.
- Focus group participants will receive a telephone call 7 days in advance of the focus group in which they are scheduled to participate to remind them of their participation. E-mail reminders will be sent to participants 24 hours before the scheduled focus groups.

Although efforts will be made to ensure a high response rate among sampled women entrepreneurs, our experience suggests that the response rate may not reach the 80% rate typically advised by the OMB. We assume that basic demographic, geographic and business information (e.g., size and type of business) will be available on the full sample of respondents invited to participate in the survey from the WBENC member list. If the 80% response rate is not achieved, the non-response analyses will examine the response patterns by respondents' characteristics in terms of demographics, geographic location and business type. If differential response rates are noted, post-stratification weights will be applied to correct for representativeness bias. In other words, different weights will be attributed to each respondent or group of respondents such that characteristics of the weighted survey respondents sample mirror those of the population of interest.

#### **4. TEST OF PROCEDURES AND METHODS**

As discussed above, data collection instruments were tested by a small group of women business owners to ensure clarity and appropriateness of the questions. Prior to full distribution of the survey, in order to test all of the survey systems, a pre-test will be conducted to identify and resolve any potential issues that could impact responsiveness of respondents. The survey will initially be distributed to a small sample to assure that the data collection process is working as planned. The pre-test sample will be drawn from the 2,500 potential respondents described above in Respondent Universe and Selection Methods.

**5. NAMES AND CONTACT INFORMATION FOR INDIVIDUALS CONSULTED ON STATISTICAL DESIGN AND NAME OF AGENCY CONTACT OR CONTRACTOR WHO WILL COLLECT AND ANALYZE INFORMATION FOR THE AGENCY**

Individual consulted on statistical design:

Alec Ulasevich, PhD  
Director of Social Science Research Programs  
Eureka Facts, LLC  
240-403-1641  
Ulasevicha@eurekafacts.com

Contractor who will collect and analyze information:

Lynn Revo-Cohen  
Principal  
NewPoint Strategies, LLC  
703-405-7133  
lrevocohen@aol.com

## **APPENDIX 1 – Notice to Potential Survey Participants**

Dear [Name]:

[Organization name] is collaborating with the National Women’s Business Council (NWBC) on a research study focused on how women-owned businesses can grow through increased access to the corporate market and partnership with corporate supplier diversity programs. As part of the research for this study, a random selection of women business owners in our database will be invited to complete a survey about their experiences in the corporate market.

This research initiative is the first time the federal government has undertaken a study to recognize the vital role of the corporate market in supporting the growth of women-owned businesses. The study has been reviewed and approved by the federal Office of Management and Budget (OMB); without OMB’s approval, the survey could not be conducted.

NWBC will use information gathered from this study to produce recommendations to the President, Congress, and the U.S. Small Business Administration on policy and program initiatives to facilitate the growth of women-owned businesses. The information will also be used to provide practical guidance to women business owners on how corporate supplier diversity programs can be leveraged to increase opportunities for their companies to gain access to corporate markets.

NWBC is a non-partisan federal advisory council created to serve as an independent source of advice and counsel to the President, Congress, and the SBA on economic issues of importance to women business owners. Its mission is to promote initiatives, policies, and programs designed to support women’s business enterprises at all stages of development in the public and private sector marketplaces—from start-up to success.

If you are selected, NWBC will send you more information about the survey and invite your voluntary participation. This study will provide vital information on how women entrepreneurs can expand their businesses through participation in the corporate market and identify structural and other issues that may impede women-owned firms from realizing their full economic potential. Your answers on the survey will be kept private, and will only be reviewed by consultants of NewPoint Strategies, LLC, the company conducting the research for the National Women’s Business Council.

At [organization name], we value and respect your time. We believe that the knowledge gained through this study will be of significant value to women-owned businesses and your insights will contribute to its significance. For that reason, if you receive an invitation, I encourage you to add your voice to this important study by completing the survey.

If you have any questions or would like additional information about the study, please contact [name]. She can be reached by phone at [phone #] or by e-mail at [e-mail address].

## **APPENDIX 2 – Survey of Women Business Owners**

### **The Purpose of this Survey**

The National Women's Business Council (NWBC) is conducting research on corporate supplier diversity programs, which provide opportunities for women-owned businesses to gain access to corporate markets. This survey is designed to collect quantifiable data on the participation and experiences of women-owned businesses in corporate supplier diversity programs.

### **Goals of the Survey**

Women-owned businesses (WOBs) are a significant force in the U.S economy. This survey aims to understand the opportunities and challenges they face doing business with corporations and provide information that will lead to better business results. Toward that end, the goal of the survey is to gather information that will facilitate:

- an understanding of the barriers women business owners encounter when doing business with corporate supply chains;
- an understanding of how corporate supplier diversity programs can be leveraged to facilitate the growth of women-owned businesses; and
- development of policy recommendations, processes, and activities that may lead to increased opportunities for women-owned businesses to obtain corporate contracts.

### **Completion of the Survey**

Completing this survey will take approximately 30 minutes and your participation is voluntary. For best results, we ask that the survey be completed by or on behalf of the principal business owner (chair, president, or CEO).

The survey is an essential element of a national study that includes a review of the literature on the subject of women-owned businesses and focus groups conducted in major cities across the country. Please make every effort to answer all of the questions. The survey does not request your name, and your results will be kept private.

The survey is being distributed to a sample population of women business owners across the United States and is divided into three major sections:

- Section I asks questions about business characteristics, for example, financing data, method of acquiring ownership, and sources of capital.
- Section II asks questions about experience with corporate supplier diversity programs.
- Section III asks background and demographic questions about the principal business owner, about participation in business networks, relationships, and social capital.



## **Confidentiality**

**Your answers on the survey will be kept private**, and will only be reviewed by consultants of NewPoint Strategies, LLC, the company conducting the research for the National Women’s Business Council.

Please submit your completed survey no later than \_\_\_\_\_.

## **Research sponsor**

This study is sponsored by the National Women’s Business Council. NWBC is a non-partisan federal advisory council created to serve as an independent source of advice and counsel to the President, Congress, and the U.S. Small Business Administration on issues of importance to women business owners. It is the government’s only independent voice for women entrepreneurs. To fulfill its mandate to provide substantive policy advice and guidance, NWBC conducts studies and other research on issues related to women-owned businesses.

This study has been reviewed and approved by the federal Office of Management and Budget (OMB); without OMB’s approval, the survey could not be conducted.

OMB control number:

Expiration date:

Data collected on behalf of the National Women’s Business Council under contract number SBAHQ-14-M-0124.

**Thank you for your participation.**

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## I. ABOUT THE BUSINESS

Please answer the following questions about your current business. If you own multiple businesses, please provide information for your primary business.

1. **Are you the principal owner or designated to complete this survey on behalf of the principal owner (Chair, President or CEO) of this company?**

- Yes, principal owner  
 Yes, designated by the business owner  
 No → Conclude survey

2. **When did you start/acquire this business (year)?** \_\_\_\_\_

→ Conclude survey if business was started/acquired in 2012, 2013, 2014 or 2015

3. **What percentage of this business is woman-owned?** (Combine all woman owners.)

- 51% or more       50%       Less than 50% → Conclude survey

4. **In 2014, did this business have gross revenues of at least \$25,000?**

- Yes       No → Conclude survey

5. **How many individual owners are there in this company?** (Do not combine two or more owners to create one owner. Count spouses and partners as separate owners.)

\_\_\_\_\_

6. **Is your business certified as a woman-owned or minority-owned business?**  
**(Mark all that apply.)**

- Yes, certified as a woman-owned business → Continue  
 Yes, certified as a minority-owned business → Continue  
 No → Go to Q8

**Indicate which organization(s) certified your business. (Mark all that apply.)**

- WBENC (Women's Business Enterprise National Council)  
 NMSDC (National Minority Supplier Development Council)  
 NWBOC (National Women Business Owners Corporation)  
 U.S. Women's Chamber of Commerce  
 El Paso Hispanic Chamber of Commerce  
 Regional, state, or local organization or agency (specify) \_\_\_\_\_  
 Self-Certified  
 Other (specify) \_\_\_\_\_



Creating and communicating an effective and compelling value proposition that clearly conveys the unique benefits of doing business with your company

Using technology

9. **What is the 5-digit NAICS code for your primary business?** \_\_\_\_\_

(If needed, please use the link [www.census.gov/naics](http://www.census.gov/naics). In the "2012 NAICS Search" box on the left side of that page, enter a keyword that describes your kind of business. A list of primary business activities containing that keyword and the corresponding NAICS codes will appear. Choose the one that most closely corresponds to your primary business activity, or refine your search to obtain other choices.)

10. **What is the legal structure of this business?**

- Sole proprietorship
- General/limited partnership
- Limited liability company
- Subchapter S corporation
- General corporation
- Other (specify \_\_\_\_\_)

11. **Is this a home-based business?**

Yes  No

12. **Business owners may have different perspectives on the meaning of "success."**

**How do you define success for your company? (Mark all that apply.)**

- Achievement of business plan goals, objectives, and financial projections
- Increasing profits
- Development of new and innovative products
- Patents, trademarks, and copyrights owned by the company
- Increasing market share
- Entry into new markets
- Brand recognition
- Positive business reputation
- Increased work/life balance
- Selling the business and getting a return on my investment
- Other (specify \_\_\_\_\_)

13. **In 2014, how many people (including you and other owners) worked for this business as the following?**

Full-time employees: \_\_\_\_\_ Part-time employees: \_\_\_\_\_ Contractors: \_\_\_\_\_

**Between 2011 and 2014, the number of people who work for this business generally:**

	Full-Time Employees	Part-Time Employees	Contractors
Increased.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Decreased.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Stayed about the same.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

14. **What was the total gross revenue of this business in 2014?**

- \$25,000–\$49,999
- \$50,000–\$99,999
- \$100,000–\$249,999
- \$250,000–\$999,999
- \$1 million - \$5 million
- \$5 million - \$10 million
- Over \$10 million

**How does the total gross revenue of this business in 2014 compare to that of the previous years:**

2013	2012	2011
<input type="checkbox"/> Increased	<input type="checkbox"/> Increased	<input type="checkbox"/> Increased
<input type="checkbox"/> Decreased	<input type="checkbox"/> Decreased	<input type="checkbox"/> Decreased
<input type="checkbox"/> Stayed about the same	<input type="checkbox"/> Stayed about the same	<input type="checkbox"/> Stayed about the same
<input type="checkbox"/> NA (was not in business)	<input type="checkbox"/> NA (was not in business)	<input type="checkbox"/> NA (was not in business)

**How does the total profit earned by this business in 2014 compare to that of the previous years:**

2013	2012	2011
<input type="checkbox"/> Increased	<input type="checkbox"/> Increased	<input type="checkbox"/> Increased
<input type="checkbox"/> Decreased	<input type="checkbox"/> Decreased	<input type="checkbox"/> Decreased
<input type="checkbox"/> Stayed about the same	<input type="checkbox"/> Stayed about the same	<input type="checkbox"/> Stayed about the same
<input type="checkbox"/> NA (was not in business)	<input type="checkbox"/> NA (was not in business)	<input type="checkbox"/> NA (was not in business)

15. **Do you currently have plans to expand your business?**

Yes → Continue       No → Go to Q16

**When do you plan to expand?**

- Within the next three years
- In more than three years

Unsure, it depends on the economy and/or other factors

**How do you plan to fund the expansion of your business?**

- Personal savings of the owner
- Personal assets other than savings of the owner
- Personal loan
- Home equity loan
- Personal credit card(s)
- Business credit card(s)
- Business loan from a bank or financial institution
- Government-guaranteed business loan from a bank or financial institution
- SBA loan
- Venture capital investment
- Loan from family/friends
- Investment from family/friends
- Crowd funding
- Other (specify) \_\_\_\_\_

**II. EXPERIENCE WITH CORPORATE SUPPLIER DIVERSITY PROGRAMS**

Supplier diversity programs are offered by many corporations in order to increase their purchasing from and contracts with minority and women-owned business enterprises. Please answer the following questions about your experiences with such programs.

16. **When you first started/acquired this business, did you plan to provide good or services to large corporations as a strategy to grow the business?**

Yes                       No

17. **When you first started/acquired this business, were you aware of the requirements you would have to meet in order to do business with large corporations?**

Yes     Continue                       No     Go to Q 18

**How did you learn about the requirements you would have to meet in order to do business with large corporations? (Mark all that apply)**

- Spoke to peers and colleagues who were doing business with large corporations
- Spoke to buyers or procurement officials in large corporations
- Spoke to various corporate representatives
- Attended business development and/or training events
- Conducted independent research using the internet or other methods

\_\_\_ Other (please specify: \_\_\_\_\_)

If YES on Q17 go to Q 19 after answer

**18. Why did you not plan to provide good or services to large corporations as a strategy to grow the business?**

- \_\_\_ Product/Service was targeted to consumers
- \_\_\_ Did not want to grow too large
- \_\_\_ Requirements to become a vendor were too onerous and/or intrusive
- \_\_\_ Did not think my company had the capacity to meet the demands of large contracts
- \_\_\_ Did not think I could secure financing to meet contract demands
- \_\_\_ Did not think large corporations would be interested in doing business with my company
- \_\_\_ Other (please specify: \_\_\_\_\_)

**19. Do you currently have plans to increase your company's revenue from contracts with large corporations?**

\_\_\_ Yes → Continue      \_\_\_ No → Go to Q21

**When do you plan to increase these revenues?**

- \_\_\_ Within the next three years
- \_\_\_ In more than three years
- \_\_\_ Unsure, it depends on the economy and/or other factors

**What do you believe are/will be the greatest impediments to your ability to obtain contracts with large corporations? (Mark all that apply.)**

- \_\_\_ Lack of contacts within decision-makers in large corporations
- \_\_\_ Lack of relationships with buyers in large corporations
- \_\_\_ Lack of capacity to meet demand
- \_\_\_ Insufficient capital
- \_\_\_ Insufficient information about contract opportunities
- \_\_\_ Insufficient information about vendor requirements
- \_\_\_ Complexity/bureaucracy of the contracting process
- \_\_\_ Other (specify \_\_\_\_\_)

**20. Have you or do you plan to form a joint venture or strategic alliance in order to pursue contract opportunities with large corporations?**

\_\_\_ Yes      \_\_\_ No

**21. How do you most frequently learn about contract opportunities with large corporations?**

- Corporate supplier diversity managers
- Corporate purchasing/contract managers
- Notification from business and/or service organizations (e.g., WBENC, Chamber of Commerce, NAWBO, etc.)
- Relationships with business peers
- Networking with other business leaders
- Networking events (including trade shows and fairs, matchmaking events, etc.)
- Trade press or other media
- Other (specify \_\_\_\_\_)

**22. Are you aware of corporate supplier diversity programs?**

- Yes → Continue       No → Go to Q26

**23. Have you used or attempted to use any corporate supplier diversity programs to grow your business?**

- Yes → Continue       No → Go to Q25

**Have you received any contracts or subcontracts as a result of your participation in corporate supplier diversity programs?**

- Yes → Continue       No → Go to Q26

**Between 2011 and 2014, has the total gross revenue earned through corporate supplier diversity programs generally:**

- increased?
- decreased?
- stayed about the same?

GO TO Q26 AFTER ANSWER

**24. Why have you not used (or attempted to use) any corporate supplier diversity programs to grow your business? (Mark all that apply.)**

- Not a key component of my company's business strategy for generating revenue
- Too much red tape
- Procedures/paperwork too time-consuming
- Procedures/paperwork too intrusive
- Do not know about corporate supplier processes and/or how to access them
- Do not know why certification is important to procure contracts
- Business not approved for certification
- Certification pending
- Takes years to get a contract
- Do not believe supplier diversity is helpful



\_\_\_ Some other reason (specify) \_\_\_\_\_

**25. How likely would you be to participate in the following services offered by corporate supplier diversity programs? (Mark all that apply.)**

	Not Likely	Somewhat Likely	Likely
Mentorship/business development training	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Matchmaking with prime contractors/notice of subcontracting opportunities	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Introductions to corporate buyers/procurement decision-makers	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Educational programs about a specific company's procurement process	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

NOT LIKELY FOR ALL → CONTINUE    SOMEWHAT LIKELY/LIKELY FOR ANY → GO TO Q28

**26. Why would you not be likely to participate in any of the services of corporate supplier diversity programs? (Mark all that apply.)**

- \_\_\_ Don't believe they would help me grow my business
- \_\_\_ Too time-consuming
- \_\_\_ Would prefer to work directly with buyers
- \_\_\_ Believe being identified as a woman-owned business would limit opportunities for my company
- \_\_\_ Believe my company would be stigmatized by affiliation with supplier diversity programs
- \_\_\_ Some other reason (specify) \_\_\_\_\_

IF NO ON Q.23 AND/OR Q. 24 → GO TO Q 30

**27. Has a corporate supplier diversity manager taken any actions or provided any advice that helped you gain business with large corporations?**

- \_\_\_ Yes → Continue                      \_\_\_ No → Go to Q 29

**Indicate the level of actions or advice provided for each of the following:**

	Not Provided	Not Helpful	Somewha t Helpful	Helpful
Assessment of my company's capacity to provide their corporation with goods/services	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Introduction to purchasing officers and buyers	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Notification of upcoming contract opportunities	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Introduction to prime contractors	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Facilitated access to and/or better terms for trade credit or financing	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Discussed ways to grow my business (e.g., licensing, new products, global expansion, etc.)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Provided information about how to create effective business alliances	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Supported inclusion clause in contracts to ensure diversity	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Interceded on my behalf to resolve issues, problems, etc.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

**28. Did you encounter any major challenges or barriers in your attempts to gain business through corporate supplier diversity programs?**

Yes → Continue       No → Go to question 30

**What challenges or barriers did you encounter? (Mark all that apply.)**

- Could not contact anyone in the corporate supplier diversity office
- Could not receive any information about upcoming opportunities
- Could not obtain any guidance or useful guidance on requirements to become a vendor
- My company's certification was not accepted
- Could not obtain any feedback on proposals and/or paperwork submitted, my company business model, standards, quality or safety standards
- Was referred to purchasing officer but could not contact him/her
- Was told there were no upcoming opportunities
- Process was passive; was not actively connected to opportunities
- Received very little or no guidance about the completion of required paperwork
- Some other challenge or barrier (specify \_\_\_\_\_)

**Were you able to overcome these challenges and barriers?**

- Yes → Continue       No → Go to question 30
- Decided to walk away as there were too many hurdles → Go to question 30

**How did you overcome them?**

- Talked to someone higher in the organization
- Sought advice from someone else in the organization
- An advocate from outside the company interceded on my behalf

Performed as a subcontractor to better understand business requirements

Other:

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### **III. ABOUT THE PRINCIPAL BUSINESS OWNER**

Please answer the following questions about the principal owner of this business.

29. Are you of Hispanic or Latino origin?  Yes  No

30. What is your race? (Mark one or more.)

American Indian or Alaska Native

Asian

Black or African American

Native Hawaiian or Other Pacific Islander

White

31. What is your age?

Under 25

25-34

35-44

45-54

55-64

65 or over

32. What was the highest level of school you completed?

Less than high school

High school diploma or GED

Technical, trade, or vocational school

Some college, but no degree

Associate degree

Bachelor's degree

Master's, doctorate, or professional (e.g., J.D. or M.D.) degree

33. What is your current marital/relationship status?

Never married

Married

Domestic partner

Widow

Divorced

Separated

34. **Are you a primary caregiver for any of the following? (Mark all that apply.)**

- Children 18 years old or younger
- Children over 18 years old
- Elderly parents or other relatives

**CONCLUSION**

35. **Is there anything else you'd like us to know about your experiences in the corporate market or with corporate supplier diversity programs?**

- Yes → Continue
- No → Conclude Survey

**What would you like us to know?**

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## APPENDIX 3 – Focus Group Invitation

Dear [Name]:

[Organization name] is collaborating with the National Women’s Business Council (NWBC) on a research study focused on how women-owned businesses can grow through increased access to the corporate market and partnership with corporate supplier diversity programs. As part of the research for this study, a random selection of women business owners in our database will be invited to participate in a focus group.

This research initiative is the first time the federal government has undertaken a study to recognize the vital role of the corporate market in supporting the growth of women-owned businesses. NWBC will use information gathered from this study to produce recommendations to the President, Congress, and the U.S. Small Business Administration on policy and program initiatives to facilitate the growth of women-owned businesses. The information will also be used to provide practical guidance to women business owners on how corporate supplier diversity programs can be leveraged to increase opportunities for their companies to gain access to corporate markets.

NWBC is a non-partisan federal advisory council created to serve as an independent source of advice and counsel to the President, Congress, and the SBA on economic issues of importance to women business owners. Its mission is to promote initiatives, policies, and programs designed to support women’s business enterprises at all stages of development in the public and private sector marketplaces—from start-up to success.

If you are selected, NWBC will send you more information about the focus group and invite your voluntary participation. This study will provide vital information on how women entrepreneurs can expand their businesses through participation in the corporate market and identify structural and other issues that may impede women-owned firms from realizing their full economic potential.

At [organization name], we value and respect your time. We believe that the knowledge gained through this study will be of significant value to women-owned businesses and your insights will contribute to its significance. For that reason, I encourage you to add your voice to the focus group discussion by accepting the invitation to participate in this important study.

If you have any questions or would like additional information about the study, please contact [name]. She can be reached by phone at [phone #] or by e-mail at [e-mail address].

Sincerely,

NOTE:

This study has been reviewed and approved by the federal Office of Management and Budget (OMB); without OMB’s approval, the focus group could not be conducted.

OMB control number:

Expiration date:

Data collected on behalf of the National Women’s Business Council under contract number SBAHQ-14-M-0124.

## APPENDIX 4 – Focus Group Confirmation

Dear [Name]:

Thank you for agreeing to participate in the upcoming focus group about issues that affect the participation of women business owners, like yourself, in corporate supplier diversity programs. NewPoint Strategies is conducting the focus group on behalf of the National Women’s Business Council, an advisory group to the President, Congress, and the U.S. Small Business Administration.

### You are registered for the following session:

*Date:* [Date of session]  
*Time:* [Start time–End time]  
*Location:* [Building]  
[Room number]  
[Street address]  
[City, state, zip code]

Your participation in the focus group is completely voluntary and will take two hours of your time; you will receive a \$40 incentive if you remain for the entire discussion. Please note that we cannot accommodate late arrivals or children.

Directions to the focus group location are attached. We will contact you a day or two before the session as a reminder. If you have any questions or cannot participate in the focus group for any reason, please contact me at [phone number].

We appreciate your agreement to participate in this group, and we are eager to hear from you about your experiences. **If you have any questions or cannot attend the meeting for any reason, please call us at [phone number] as soon as possible.**

We look forward to seeing you on [date]!

Sincerely,

[NewPoint Administrative Assistant]

This study has been reviewed and approved by the federal Office of Management and Budget (OMB); without OMB’s approval, the session could not be conducted.

OMB control number:

Expiration date:

Data collected on behalf of the National Women’s Business Council under contract number SBAHQ-14-M-0124.

## **APPENDIX 5 – Invitation & Pre-Focus Group Participant Profile**

The National Women’s Business Council (NWBC) is sponsoring a research study focused on how women-owned businesses can grow through increased access to the corporate market and partnership with corporate supplier diversity programs. As part of the research for this study, you have been randomly selected to receive this invitation to participate in a focus group, with other women business owners, about issues that affect the participation of women business owners, like yourself, in corporate supplier diversity programs. Your participation in this focus group is completely voluntary, and you may decline to participate.

This research initiative is the first time the federal government has undertaken a study to recognize the vital role of the corporate market in supporting the growth of women-owned businesses. NWBC will use information gathered from this study to produce recommendations to the President, Congress, and the U.S. Small Business Administration on policy and program initiatives to facilitate the growth of women-owned businesses. The information will also be used to provide practical guidance to women business owners on how corporate supplier diversity programs can be leveraged to increase opportunities for their companies to gain access to corporate markets.

NWBC is a non-partisan federal advisory council created to serve as an independent source of advice and counsel to the President, Congress, and the SBA on economic issues of importance to women business owners. Its mission is to promote initiatives, policies, and programs designed to support women’s business enterprises at all stages of development in the public and private sector marketplaces—from start-up to success.

If you would like to participate in a focus group in your area, please complete and return the attached profile which is designed to provide some initial information about you, your business, and your experience with corporate supplier diversity programs. It will be used to help the focus group moderator get to know the mix of group members.

Your answers on the profile will be kept private to the extent permitted by law and will only be reviewed by consultants of NewPoint Strategies, LLC, the company conducting the research for the National Women’s Business Council. Reports will only contain aggregated findings, and the information you share will not be connected with your name in any way without your expressed permission.

This study has been reviewed and approved by the federal Office of Management and Budget (OMB); without OMB’s approval, the session could not be conducted.

OMB control number:

Expiration date:

Data collected on behalf of the National Women’s Business Council under contract number SBAHQ-14-M-0124.

**Please submit your completed profile to [e-mail address] no later than \_\_\_\_\_.**

## Pre-Focus Group Participant Profile

Name: \_\_\_\_\_

1. Are you the principal owner (Chair, President or CEO) of a business?  
 Yes  No
2. When did you start/acquire this business (year)? \_\_\_\_\_
3. What percentage of this business is woman-owned? (Combine all woman owners.)  
 51% or more  50%  Less than 50%
4. Is your business certified as a woman-owned business?  Yes  No
5. What is the legal structure of this business?  
 Sole proprietorship  
 General/limited partnership  
 Limited liability company  
 Subchapter S corporation  
 General corporation  
 Other (specify \_\_\_\_\_)
6. In 2014, how many people (including you and other owners) worked for this business as:  
full-time employees? \_\_\_\_\_ part-time employees? \_\_\_\_\_ contractors? \_\_\_\_\_
7. In 2014, what was the total gross revenue of this business?  
 \$25,000-\$49,999  
 \$50,000-\$99,999  
 \$100,000-\$249,999  
 \$250,000-\$999,999  
 \$1 million - \$5 million  
 \$5 million - \$10 million  
 Over \$10 million
8. Have you used or attempted to use any corporate supplier diversity programs to grow your business?  Yes  No
9. Are you of Hispanic or Latino origin?  Yes  No
10. What is your race? (Mark one or more.)



- American Indian or Alaska Native
- Asian
- Black or African American
- Native Hawaiian or Other Pacific Islander
- White

11. What is your age?

- Under 25 years
- 25-34
- 35-44
- 45-54
- 55-64
- 65 years or over

12. What was the highest level of school you completed?

- Less than high school
- High school diploma or GED
- Technical, trade, or vocational school
- Some college, but no degree
- Associate degree
- Bachelor's degree
- Master's, doctorate, or professional (e.g., J.D. or M.D.) degree

## APPENDIX 6 – Focus Group Consent Form

This study has been reviewed and approved by the federal Office of Management and Budget (OMB); without OMB's approval, the session could not be conducted.

OMB control number:

Expiration date:

Data collected on behalf of the National Women's Business Council under contract number SBAHQ-14-M-0124.

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I acknowledge that I am volunteering to participate in this focus group and that I understand the following:

### Research Purpose and Use of Information Collected

- This research is being conducted on behalf of the National Women's Business Council, an advisory group to the President, Congress, and the U.S. Small Business Administration.
- The research could not go forward without approval from the federal Office of Management and Budget (OMB). The control number indicating approval is [*Insert OMB control number*].
- This focus group is being conducted as part of a research project that also includes a nationwide survey of women business owners and interviews with corporate supplier diversity managers. NWBC will use information gathered from this research project to produce recommendations to the President, Congress, and the SBA on policy and program initiatives to facilitate the growth of women-owned businesses. The information will also be used to provide practical guidance to women business owners on how corporate supplier diversity programs can be leveraged to increase opportunities for their companies to gain access to corporate markets.

### Voluntary Participation

- Your participation in this focus group is completely voluntary, and you may withdraw your consent to participate at any time during the process. If you choose to withdraw, any information derived from your participation will be deleted from the focus group findings. You will receive \$40.00 for participating in this focus group at the close of the session.
- During the focus group, you will be asked to share your perspectives on issues that affect the participation of women business owners like yourself in corporate supplier diversity programs. The information you share will not be attached to your name; all reports will use aggregated data. We will only use first names here. This session will be audio-recorded so we have a full and accurate record of what was said for our analysis. Your name will not be connected to the tape in any way and after the tape is transcribed, the tape itself will be destroyed.
- The session will take 2 hours.

### Privacy

- All responses you give will be held private by NewPoint Strategies to the extent permitted by law. Your name and contact information will not be shared beyond the NewPoint Strategies

research team, whether in reports, transcripts, or data sets, unless you give written permission. The data from the focus group research will only be reported in aggregate. It is, however, useful to use direct quotations to more clearly capture meaning in reporting the findings from this form of evaluation. You will be asked at the end of the focus group if there is anything you said that you do not want included as a quotation, and we will ensure that it is not used. However, quotations will not actually use your name and will be reported as “a participant indicated.”

- We ask you as a volunteer to not share any information discussed in the focus group outside of this group, or to share potential identities of volunteers in this focus group to those outside the group.

### **Potential Benefits and Risks**

- There are no anticipated physical risks to participants. Focus group members will be asked to keep the information provided in the groups confidential; however, a potential risk that might exist for some would be that information about your business might be discussed outside the group by other participants and be traced back to you.
- A potential benefit of participating in this research for you could be having an opportunity to describe your experience as an entrepreneur with others who have shared the same experience. Additionally, the opportunity to connect with other allies and share similar and divergent experiences may help clarify and validate your experiences as an entrepreneur. The benefits to society would be based on establishing a clearer understanding of the experiences faced by entrepreneurs and some of the obstacles and benefits of being an entrepreneur. This information can help the NWBC be more effective, and may provide guidance through lessons learned for future entrepreneur programs.

### **Questions**

- If you have any questions about this research or focus group at any time, you may contact Ms. Erin Kelley at the NWBC by telephone at 202-205-6826 or e-mail her at [erin.kelley@nwbc.gov](mailto:erin.kelley@nwbc.gov) and she will be pleased to answer any of your questions.

### **Consent**

- I freely and voluntarily agree to participate in this focus group. I have read the consent form, and I understand the consent form. I have been given a chance to ask questions about the consent form prior to signing the form.

Participant name: \_\_\_\_\_

Participant signature: \_\_\_\_\_

Date: \_\_\_\_\_

## APPENDIX 7– Focus Group Moderator Guide

Focus Group Date: \_\_\_\_\_ Time: \_\_\_\_\_ Number of Focus Group Attendees: \_\_\_\_\_  
Focus Group Location: \_\_\_\_\_ Number of Focus Group RSVPs: \_\_\_\_\_  
Focus Group Moderator: \_\_\_\_\_

### MODERATOR NOTES:

- *It is not necessary for every participant to answer every probe question. Nor is it necessary to ask every probe question if the information emerges during discussion of the main question. Use your best judgment to get an overall sense of participants' experiences and manage the time so that you get through all questions.*
- *About 5 minutes before starting the focus group, announce that the discussion will begin shortly. Suggest participants help themselves to refreshment; tell them where restrooms are located; make sure everyone has signed and turned in a consent form.*
- *Begin promptly at the appointed time and conclude no later than the designated time.*

### OPENING (5 minutes)

Good morning/afternoon. Thank you very much for participating in this focus group session. NewPoint Strategies is working with the National Women's Business Council to understand how women-owned businesses can gain access to and grow their businesses through corporate markets. This study has been reviewed and approved by the federal Office of Management and Budget (OMB); without OMB's approval, the session could not be conducted.

I am [moderator] and will be facilitating the discussion. I'd also like to introduce [recorder/other team members] who will be assisting with and observing the session.

Before we get started, let me share a little background and housekeeping details.

This focus group is an essential element of our study, which includes a review of the literature on the topic of women-owned businesses, surveys, and quantitative data. We will conduct a total of 8 focus groups in major cities across the country to capture the important and authentic voices of women-owned businesses on this topic.

A focus group, as you probably know, is a conversation among us on specific topics. Today's session is scheduled for a total of 2 hours, so we will wrap up by [insert time]. My job is to ask the group a series of questions to get the conversation going, keep us moving from topic to topic so we cover everything in the allotted time, and to make sure we hear from everyone. Each of you was invited because you have important perspectives that we need to hear. Your opinions are important to us, and we want your candor. It is not important that we agree with each other; in fact, we want to explore opinions and learn where people see the same issue in different ways.

Many large corporations offer supplier diversity programs that are designed to increase their purchasing from women- and minority-owned businesses. Our conversation today will focus on your experiences with corporate supplier diversity programs and how these programs have or could be used to support the growth of women-owned businesses. The information you share in this group will not be attached to your names; all reports will use aggregated data. We will only use first names here. We are audio-recording the conversation so we have a full and accurate record of what was said for our analysis. Your name will not be connected to the tape in any way and after the tape is transcribed, the tape itself will be destroyed. In order for the transcriber to hear what you say and accurately transcribe what is said, it is important that only one person speak at a time, so when you have something to say, please wait until the last person has finished speaking. And, please do try to speak loudly so we can all clearly hear what you say.

Are there any questions?

### **INTRODUCTIONS (10 minutes)**

Let's get started by introducing ourselves. Please share your first name only, a very brief description of your business, how many people you employ, when and why you started your business, and whether you are a certified WBE or WOSB.

*[MODERATOR: For certified owners, ask by which agency/organization. Make observations about the commonalities of and differences between the diverse experiences of the group.]*

*[ASSISTANT: Complete seating chart with first names and last initial.]*

### **MOTIVATIONS AND EARLY EXPERIENCES AS A BUSINESS OWNER (20 minutes)**

1. What motivated you to become a business owner?
2. When you decided to become a business owner, what were your goals and expectations for the business? (Consider revenue, number of employees, number of locations, markets, innovations, relationships, etc.)

- a. What risks were you willing to take to achieve your business goals and expectations (e.g., financial, technical, time, temporary rejection, etc.)?
  - b. What unexpected challenges did you actually face when you first started your business (e.g., time it took to get meetings with potential funders/buyers; prospects not understanding your value proposition; technology requirements; etc.)?
3. Looking back, what were the game changers that helped you succeed as a business owner?  
 [MODERATOR: Define game changers as realizations, connections, advice, or people who supported the business and literally helped the business owner meet or exceed the expectations for the business. Game changers could also include systems, assets, information, certification as a WBE, or anything else that the business owner needed in order to really be successful but did not originally have access to when she first started.]

### **BUSINESS GROWTH (40 minutes)**

- 4. To what extent are you motivated to grow your business and why?
  - a. How are you preparing for the growth of your business (e.g., market studies, technology upgrades, increased networking, seeking financing, etc.)?
  - b. What do you see as barriers or impediments to your ability to continue to grow your business?
- 5. If you have attempted to grow your business by increasing the number and value of contracts with large corporations, what have been the experience and the risks?
  - a. How could the process/experience have been improved?
- 6. How do you typically learn about contract opportunities with large corporations?
  - a. Has being certified as an M/WBE, if applicable, assisted you in gaining contracts or growing your business? In what ways?
  - b. Are the benefits to certification applicable as your business grows larger, or is it more important in the initial stages of your business life?
  - c. Does certification help convey your value to a corporation?

Probe race and gender, etc.

- a. Do you think that gender, race, ethnicity, or your cultural background allows some advantage or puts you at a disadvantage?
- b. Do you think that being certified as a M/WBE causes some corporate buyers to view your company as eligible only for work identified as appropriate for women/minority-owned businesses?

[MODERATOR: A 2011 Institute for Supply Chain Management study said “The challenge in running the programs (Supplier Diversity Programs) that stands out most is 'finding quality suppliers' with over 70% of the participants including it in the challenges. No other challenge comes close statistically...”]

7. Why do you think companies have such a challenge finding qualified women and minority vendors?

#### **EXPERIENCE WITH CORPORATE SUPPLIER DIVERSITY PROGRAMS (35 minutes)**

[MODERATOR: As mentioned earlier, many large corporations offer supplier diversity programs that are designed to increase their purchasing from women and minority-owned businesses.]

8. Does your organization have a business strategy that includes approaching corporate supplier diversity programs? Why or why not?
9. Are there services offered by corporations and/or corporate supplier diversity programs that are or would be of interest to you (e.g., mentorship/business development training, matchmaking with prime contractors, notice of subcontracting opportunities, introductions to corporate buyers/procurement decision-makers, access to or better terms for trade credit or financing, etc.)?
10. If you have experience with corporate supplier diversity programs, can you please give examples of specific ways they were helpful or how the experience was frustrating; in your opinion, what made them helpful or frustrating?
11. If you were the director of a corporate supplier diversity program, what is the most important thing you would do to increase opportunities for women-owned businesses?

## **APPENDIX 8 – Invitation to Corporate Supplier Diversity Managers**

Dear [Name]:

The National Women’s Business Council (NWBC) is sponsoring a research study focused on how women-owned businesses can grow through increased access to the corporate market and partnership with corporate supplier diversity programs. As part of the research for this study, we would like to interview you about your company’s supplier diversity program. We are collaborating with WBENC to undertake this research, and they recommended we speak with you about [company name’s] exemplary supplier diversity program. Your participation is completely voluntary and you may decline to provide an interview.

NWBC is a non-partisan federal advisory council created to serve as an independent source of advice and counsel to the President, Congress, and the U.S. Small Business Administration on economic issues of importance to women business owners. Its mission is to promote initiatives, policies, and programs designed to support women’s business enterprises at all stages of development in the public and private sector marketplaces—from start-up to success. One of NWBC’s research priorities in 2014–15 is to explore and understand women’s participation in corporate supplier diversity programs.

This research initiative is the first time the federal government has undertaken a study to recognize the vital role of the corporate market in supporting the growth of women-owned businesses. The study is a three-part effort comprised of a nationwide survey of women business owners; focus groups that will be conducted in Washington, D.C., New York City, Chicago, and Los Angeles; and interviews with supplier diversity leaders and procurement executives.

We will be conducting interviews Monday through Friday, from [April \_\_\_–April \_\_\_, 2015], between 8:00 a.m. and 6:00 p.m. EST. The interviews will be conducted by telephone and will take one hour. If you are available and willing to be interviewed, we ask that you complete a brief questionnaire about your company’s supplier diversity program and provide three dates that you would be able to speak with us.

Once you have confirmed your participation, we will provide you with a specific date and time for the interview and the name of the researcher who will conduct your interview. We will also provide you with a copy of the questions that will be asked during the interview.

To confirm your participation, please call or e-mail [admin asst.] no later than [date]. She may be reached at \_\_\_\_\_.

I have attached a brief overview of the research project, for your information. If you have any questions or would like additional information about the study, please feel free to contact me by return e-mail or by phone at \_\_\_\_\_.

Sincerely,

This study has been reviewed and approved by the federal Office of Management and Budget (OMB); without OMB’s approval, the session could not be conducted.

OMB control number:

Expiration date:



Data collected on behalf of the National Women's Business Council under contract number SBAHQ-14-M-0124.

## **APPENDIX 9 – Attachment to Notice/Invitation E-Mails**

### **Women’s Participation in Corporate Supplier Diversity Programs A Research Project of the National Women’s Business Council OVERVIEW**

#### **ABOUT THE NATIONAL WOMEN’S BUSINESS COUNCIL (NWBC)**

The National Women’s Business Council (NWBC or Council) is a non-partisan federal advisory council created to serve as an independent source of advice and counsel to the President, Congress, and the U.S. Small Business Administration on economic issues of importance to women business owners. The Council’s mission is to promote initiatives, policies, and programs designed to support women’s business enterprises at all stages of development in the public and private sector marketplaces—from start-up to success.

#### **PURPOSE OF THE RESEARCH STUDY**

This study will fill a critical gap in currently available information about the opportunities and challenges women-owned businesses have faced in their efforts to access the corporate market; the perceived and actual value corporations gain by offering supplier diversity programs; how corporations intentionally support the success of women-owned businesses; and what factors are most critical to the success of supplier diversity programs—from the perspective of both women entrepreneurs and corporations.

A deeper understanding of how women entrepreneurs can expand their businesses through participation in supplier diversity programs, including access to the lucrative business-to-business marketplace, can assist policy-makers to address structural and other issues that may impede women-owned firms from realizing their full economic potential. NWBC will use information gathered from this data collection to produce recommendations to the President, Congress, and the SBA on policy and program initiatives to facilitate the growth of women-owned businesses. The information will also be used to provide practical guidance to women business owners on how corporate supplier diversity programs can be leveraged to increase opportunities for their companies to gain access to corporate markets.

The study specifically seeks to fill a critical gap in currently available information about:

- the opportunities and challenges women-owned businesses have faced in their efforts to access the corporate market;
- the perceived and actual value corporations gain by offering supplier diversity programs;
- how corporations intentionally support the success of women-owned businesses; and
- what factors are most critical to the success of women in the corporate market—from the perspective of both women entrepreneurs and corporations.

#### **STUDY COMPONENTS AND SCHEDULE**

The study will be informed by a review of current literature, a nationwide survey of women business owners, focus groups with women business owners, and interviews with managers of corporate supplier diversity programs. Data will be collected during the first and second quarters of 2015. The study will be published and made available on the NWBC website ([www.nwbc.gov](http://www.nwbc.gov)) in the fourth quarter of 2015.

#### **CONFIDENTIALITY**

Information about participants in the study will be kept private to the extent permitted by law, and reviewed only by consultants of NewPoint Strategies, LLC, the company conducting the research for the NWBC. Reports will only contain aggregated findings and any information collected will not be connected with the names or company names of individual participants.

## APPENDIX 10 – Confirmation of Interview

Dear [Name]:

Thank you for agreeing to participate in a telephone interview about your company's supplier diversity programs. The interview is being conducted as part of a research study on women's participation in the corporate market sponsored by the National Women's Business Council (NWBC), an advisory group to the President, Congress, and the U.S. Small Business Administration. NewPoint Strategies, LLC is conducting the interview on behalf of the NWBC.

### Your interview is scheduled as follows:

*Date:* [Date of interview]

*Time:* [Start time–End time]

*Name of Interviewer:*

[Interviewer name] will call you at [respondent telephone number] at the appointed time.

We appreciate your voluntary agreement to participate in this research, and we are eager to hear from you about your experiences. **If you have any questions, need to reschedule, or cannot provide the interview for any reason, please call us at [phone number] as soon as possible.**

We look forward to speaking with you on [date]!

Sincerely,

[NewPoint Administrative Assistant]

### NOTE:

This study has been reviewed and approved by the federal Office of Management and Budget (OMB); without OMB's approval, the session could not be conducted.

OMB control number:

Expiration date:

Data collected on behalf of the National Women's Business Council under contract number SBAHQ-14-M-0124

## APPENDIX 11 – Pre-Interview Questionnaire for Supplier Diversity Leaders

1. Where is your supplier diversity office located? (Mark all that apply.)  
 Purchasing or supply chain  
 Office of Diversity & Inclusion  
 Neither. My office is located in: (Example: Corporate & Social Responsibility)  
\_\_\_\_\_  
 Neither, our main office is located in the corporate headquarters. Staff is decentralized (or seated in regional locations).
2. How many people staff your supplier diversity office? \_\_\_\_\_
3. To whom does the supplier diversity office report? \_\_\_\_\_
4. Do you have an internal recognition program for success/achievement in supplier diversity?  
 Yes                       No
5. Is your company a member of or have a relationship with any of the following organizations? (Mark all that apply.)  
 NMSDC  
 WBENC  
 U.S. Women's Chamber of Commerce  
 NWBOC (National Women Business Owners Corporation)  
 El Paso Hispanic Chamber of Commerce
6. Does your company sit on the board of any of the above organizations?  
 Yes. We sit on the board of \_\_\_\_\_.  
 No → GO TO Q.7  
If yes, please provide the title of the person serving on the board: \_\_\_\_\_
7. Does your company have purchasing goals for women-owned businesses? For minority-owned businesses? For veteran-owned businesses?  
 Yes for each                       Yes, but as a group (M/WBE)                       No
8. Which certifications does your company accept? (Mark all that apply.)  
 WBENC  
 NMSDC  
 NWBOC  
 U.S. Women's Chamber of Commerce  
 El Paso Hispanic Chamber of Commerce  
 Self-Certification  
 Other (specify) \_\_\_\_\_

9. Does your company (mark all that apply):
- have a mentor/protégée program for women and minority businesses?
  - participate annually in opportunity fairs, etc. for minority and women-owned businesses?
  - sponsor one or more national women business opportunity events such as trade shows or other gatherings?
10. Has your company ever been recognized regionally or locally for achievement in supplier diversity?
- Yes                       No
- If yes, what organization bestowed the award/recognition? \_\_\_\_\_
11. Does your company (mark only those that apply):
- require a supplier diversity clause (first tier) in contracts?
  - require a supplier diversity clause (second tier) in contracts?
  - require primes to report supplier diversity participation?
  - have numeric goals in the first- and second-tier contracts for supplier diversity utilization?
  - rely on “good faith effort” to achieve goals?
12. How does the supplier diversity office contribute to determining the final selection and award of contract/agreements to first-tier diverse vendors?
13. What are the most common products and/or services purchased from women-owned businesses by your company? (Please provide 5-digit NAICS codes.)
14. What are upcoming areas of opportunity that would lend themselves to women and minorities seeking contracting opportunities with your company?

## APPENDIX 12 – Interview Questions for Supplier Diversity Leaders

### INTERVIEWER INTRODUCTION:

Thank you for agreeing to be interviewed for NWBC’s research study on women’s participation in the corporate market. As you know, we are interested in learning about private sector supplier diversity programs and other initiatives that facilitate the ability of women-owned businesses to successfully gain business in the corporate market. Your participation in this interview is completely voluntary and will take no more than one hour to complete.

I want to make you aware that this study has been reviewed and approved by the federal Office of Management and Budget (OMB); without OMB’s approval, the session could not be conducted.

Before we get started with the interview, do you have any questions?

1. A 2011 Institute for Supply Chain Management study said “The challenge in running the programs (Supplier Diversity Programs) that stands out most is ‘finding quality suppliers’ with over 70% of participants including it in the challenges. No other challenge comes close statistically...” What is your perspective on this issue?
2. What is your company’s supplier diversity business case? When was the case was first developed? How has it evolved over the years?
3. What is the role of the supplier diversity department? **[Interviewer: Mark all that apply.]**
  - Advocating
  - Advising
  - Referring certified firms
  - Determining corporate supplier diversity policies, procedures, and compliance
  - Identifying diverse firms
  - Screening diverse suppliers
  - Assisting in selecting suppliers
4. How do you gain “buy-in” for supplier diversity with executive managers and buyers throughout the organization?
5. Please share one or more best practices that have yielded good results for your company.
6. Does your supplier diversity department have a strategic plan? If so, what are the top three to five objectives? How do these objectives align with/facilitate achievement of the company’s strategic objectives?

7. Does your company have a second-tier program to encourage or require prime contractors to purchase goods and services from diverse suppliers? If so, is it mandatory or voluntary? How do you measure compliance?
8. Does your company have stated purchasing goals for women-owned businesses? If so, what are the goals? Does your company break down these goals by racial/ethnic/cultural demographics?
9. **[Interviewer: Ask only if the answer to number 8 is yes.]** In general, has your company met its purchasing goals for women-owned businesses? What do you think has most contributed to the success/lack of success in meeting these goals?
10. How can your company increase its use of women-owned businesses?
11. What is your single most critical concern for the success of your program for women-owned businesses?
12. How does your company select new vendors? Can you briefly describe the vetting process for new vendors?
13. What characteristics would make a potential vendor an “ideal” candidate for doing business with your company?
14. What percentage of vendors actively doing business with your company are certified WBEs or WOSBs? What percentage are small businesses owned by women but not certified?
15. In terms of race and ethnicity, how diverse are the women vendors currently doing business with your company? What processes and practices do you use to assure a racially and ethnically diverse pool of women vendors?
16. What are some of the most common characteristics shared by women-owned businesses that have succeeded in doing business with your company?
17. Are there circumstances under which your company would consider investing in innovations or assisting vendors to gain access to financing? If so, what are they?
18. What should women vendors expect when they call on your company?
  - o What will they need to know or do before calling on your company?
  - o On average, how long does it take before a potential vendor does business with your company?
  - o Is there a template for success?
  - o Is there a template for guaranteed failure?

## **APPENDIX 13 – 60-Day Federal Register Notice**



able to carry out the purposes of the Exchange Act and to comply, and to enforce compliance by its exchange members and persons associated with its exchange members, with the provisions of the Exchange Act, the rules and regulations thereunder, and the rules of NYSE MKT. The Delaware trust was implemented in response to potential concerns arising under non-U.S. law and regulation at a time when NYSE MKT was owned by a company with substantial holdings of non-U.S. securities exchanges, substantial non-U.S. board representation, and explicit obligations on the part of its board to give due consideration to matters of non-U.S. law and the interests of non-U.S. stakeholders. In light of the elimination of these concerns as discussed above, NYSE MKT believes that termination of the Delaware trust is consistent with Section 6(b)(1).

NYSE MKT also believes that this filing furthers the objectives of Section 6(b)(5) of the Exchange Act<sup>17</sup> because the proposed rule change would be consistent with and facilitate a governance and regulatory structure that is designed to prevent fraudulent and manipulative acts and practices, to promote just and equitable principles of trade, to foster cooperation and coordination with persons engaged in regulating, clearing, settling, processing information with respect to, and facilitating transactions in securities, to remove impediments to, and perfect the mechanism of a free and open market and a national market system and, in general, to protect investors and the public interest. As discussed above, the Exchange believes that termination of the Delaware trust will remove impediments to the operation of NYSE MKT by eliminating certain expenses and administrative burdens as well as the potential for uncertainty among analysts and investors as to the practical implications of the Delaware trust on NYSE MKT as a marketplace and as a significant asset of ICE. For the same reasons, the proposed rule change is also designed to protect investors as well as the public interest.

*B. Self-Regulatory Organization's Statement on Burden on Competition*

NYSE MKT does not believe that the proposed rule change will impose any burden on competition that is not necessary or appropriate in furtherance of the purposes of the Exchange Act. Indeed, the proposed rule change would eliminate an earlier arrangement intended in part to address potential competitive issues in the European

securities markets that have abated as a result of ICE's sale of the Euronext securities exchanges in June 2014. The proposed rule change results in no concentration or other changes of ownership of exchanges.

*C. Self-Regulatory Organization's Statement on Comments on the Proposed Rule Change Received From Members, Participants, or Others*

No written comments were solicited or received with respect to the proposed rule change.

**III. Date of Effectiveness of the Proposed Rule Change and Timing for Commission Action**

Within 45 days of the date of publication of this notice in the **Federal Register** or within such longer period up to 90 days after publication (i) as the Commission may designate if it finds such longer period to be appropriate and publishes its reasons for so finding or (ii) as to which the self-regulatory organization consents, the Commission will:

- (A) by order approve or disapprove the proposed rule change, or
- (B) institute proceedings to determine whether the proposed rule change should be disapproved.

**IV. Solicitation of Comments**

Interested persons are invited to submit written data, views, and arguments concerning the foregoing, including whether the proposed rule change is consistent with the Act. Comments may be submitted by any of the following methods:

*Electronic Comments*

- Use the Commission's Internet comment form (<http://www.sec.gov/rules/sro.shtml>); or
- Send an email to [rule-comments@sec.gov](mailto:rule-comments@sec.gov). Please include File Number SR-NYSEMKT-2014-83 on the subject line.

*Paper Comments*

- Send paper comments in triplicate to Brent J. Fields, Secretary, Securities and Exchange Commission, 100 F Street NE., Washington, DC 20549-1090. All submissions should refer to File Number SR-NYSEMKT-2014-83. This file number should be included on the subject line if email is used. To help the Commission process and review your comments more efficiently, please use only one method. The Commission will post all comments on the Commission's Internet Web site (<http://www.sec.gov/rules/sro.shtml>). Copies of the submission, all subsequent amendments, all written statements with respect to the proposed rule

change that are filed with the Commission, and all written communications relating to the proposed rule change between the Commission and any person, other than those that may be withheld from the public in accordance with the provisions of 5 U.S.C. 552, will be available for Web site viewing and printing in the Commission's Public Reference Room, 100 F Street NE., Washington, DC 20549, on official business days between the hours of 10:00 a.m. and 3:00 p.m. Copies of the filing also will be available for inspection and copying at the principal office of the Exchange. All comments received will be posted without change; the Commission does not edit personal identifying information from submissions. You should submit only information that you wish to make available publicly. All submissions should refer to File Number SR-NYSEMKT-2014-83 and should be submitted on or before November 12, 2014.

For the Commission, by the Division of Trading and Markets, pursuant to delegated authority.<sup>18</sup>

**Kevin M. O'Neill,**

*Deputy Secretary.*

[FR Doc. 2014-25078 Filed 10-21-14; 8:45 am]

BILLING CODE 8011-01-P

**SMALL BUSINESS ADMINISTRATION**

**National Women's Business Council (NWBC); Data Collection Available for Public Comments**

**AGENCY:** National Women's Business Council, Small Business Administration.

**ACTION:** 60-day notice and request for comments.

**SUMMARY:** The National Women's Business Council (NWBC) intends to request approval, from the Office of Management and Budget (OMB) for the collection of information described below. The Paperwork Reduction Act (PRA) of 1995, 44 U.S.C. Chapter 35 requires federal agencies to publish a notice in the **Federal Register** concerning each proposed collection of information before submission to OMB, and to allow 60 days for public comment in response to the notice. This notice complies with that requirement.

**DATES:** Submit comments on or before December 22, 2014.

**ADDRESSES:** Send all comments to Erin Kelley, Director of Research and Policy,

<sup>17</sup> 15 U.S.C. 78f(b)(5).

<sup>18</sup> 17 CFR 200.30-3(a)(12).

National Women's Business Council, Small Business Administration, 409 3rd Street, Room 210, Washington, DC 20416.

**FOR FURTHER INFORMATION CONTACT:** Erin Kelley, Director of Research and Policy, National Women's Business Council, *erin.kelley@nwbcc.gov* 202-205-3850, or Curtis B. Rich, Management Analyst, 202-205-7030, *curtis.rich@sba.gov*.

**SUPPLEMENTARY INFORMATION:** The National Women's Business Council (NWBC) is a non-partisan federal advisory council created to serve as an independent source of advice and counsel to the President, Congress, and the U.S. Small Business Administration on economic issues of importance to women business owners.

NWBC is undertaking a research study that will explore how corporate supplier diversity programs have and can be used to support the growth of women-owned businesses (WOBs). Data will be collected using surveys, focus groups and telephone interviews.

This study will build on the existing body of knowledge about the opportunities and challenges WOBS have faced in their experiences with corporate supplier diversity programs; the perceived and actual value corporations gain by offering supplier diversity programs; how corporations intentionally support the success of WOBS; and what factors are most critical to the success of supplier diversity programs—from the perspective of both women entrepreneurs and corporations.

NWBC will use the resulting report from this data collection to inform its annual report to the President, Congress, and the SBA on policy and program recommendations to support the growth of women-owned businesses.

**Solicitation of Public Comments**

SBA is requesting comments on (a) Whether the collection of information is necessary for the agency to properly perform its functions; (b) whether the burden estimates are accurate; (c) whether there are ways to minimize the burden, including through the use of automated techniques or other forms of information technology; and (d) whether there are ways to enhance the quality, utility, and clarity of the information.

**Summary of Information Collection**

*Title:* Women's Participation in Corporate Supplier Diversity.

*Description of Respondents:* Respondents in the study will be women business owners and managers of corporate supplier diversity programs. A random selection of women

business owners across the United States will be invited to complete a survey regarding their experiences with corporate supplier diversity programs. To delve more deeply into the perceptions and opinions about corporate supplier diversity programs, focus groups with women business owners will be held in Washington, DC, New York, NY, Chicago, IL, and Los Angeles, CA. Individual interviews will be conducted with managers of corporate supplier diversity programs in order to explore characteristics of corporate supplier diversity programs and factors that contribute to their success in meeting targets for participation of women owned businesses.

*Form Number:* N/A.

**Total Estimated Annual Responses**

The study anticipates that approximately 400 surveys will be completed by women business owners; that there will be a maximum of 96 focus group participants (no more than 12 persons for each of 8 focus groups); and 20 individual interviews will be conducted. Potential participants will be identified through organizations that certify and provide services that facilitate the growth of women owned businesses.

**Total Estimated Annual Hour Burden**

It is estimated that survey respondents will spend a maximum of 30 minutes completing the questionnaire. Focus groups participants will spend approximately 120 minutes completing a pre-discussion questionnaire, engaging in the focus group discussion and traveling to and from the focus group location. Interviews with corporate supplier diversity managers will require approximately 60 minutes.

The total annual time burden is estimated at 417 hours for completion of all aspects of data collection. To estimate the annualized cost of this time burden, we assumed 2,000 annual working hours and an annual salary of \$75,000, which is the median salary of small business owners as reported by PayScale Human Resources<sup>1</sup>, resulting in a cost per participant of \$0.63. For survey respondents, the total annualized time burden would be \$18.90 per participant or a total of \$7,560; for focus group participants, it would be \$75.60 or a total of \$7,257.60; and for interview respondents it would be \$37.80 or a total of \$756.00.

In order to obtain 96 focus participants, it is estimated that 300 contacts will be needed. Of those 204 individuals who are contacted and

screened, but who are not eligible, willing, or able to participate in the focus groups, the time burden is approximately five minutes. This adds an additional annual time burden of \$642.60.

In total, the time burden cost for this study is estimated at \$16,216.20.

**Curtis B. Rich,**  
*Management Analyst.*  
[FR Doc. 2014-25071 Filed 10-21-14; 8:45 am]  
BILLING CODE P

**SMALL BUSINESS ADMINISTRATION**  
**[Disaster Declaration #14159 and #14160]**

**Montana Disaster #MT-00044**

**AGENCY:** U.S. Small Business Administration.  
**ACTION:** Notice.

**SUMMARY:** This is a Notice of the Presidential declaration of a major disaster for Public Assistance Only for the State of Montana (FEMA-4198-DR), dated 10/09/2014.

*Incident:* Severe Storms, Straight-line Winds, and Flooding.

*Incident Period:* 08/21/2014 through 08/25/2014.

*Effective Date:* 10/09/2014.

*Physical Loan Application Deadline Date:* 12/08/2014.

*Economic Injury (EIDL) Loan Application Deadline Date:* 07/09/2015.

**ADDRESSES:** Submit completed loan applications to: U.S. Small Business Administration, Processing and Disbursement Center, 14925 Kingsport Road, Fort Worth, TX 76155.

**FOR FURTHER INFORMATION CONTACT:** A. Escobar, Office of Disaster Assistance, U.S. Small Business Administration, 409 3rd Street SW., Suite 6050, Washington, DC 20416.

**SUPPLEMENTARY INFORMATION:** Notice is hereby given that as a result of the President's major disaster declaration on 10/09/2014, Private Non-Profit organizations that provide essential services of governmental nature may file disaster loan applications at the address listed above or other locally announced locations.

The following areas have been determined to be adversely affected by the disaster:

Primary Counties: Blaine, Carter, Musselshell, Petroleum, Valley, and the Fort Belknap Reservation within Blaine County.

The Interest Rates are:

	Percent
For Physical Damage:	