

## ON-RAMP 2.0 NEXT STEPS BUSINESS TRAINING EFFECTIVENESS REPORT – EXECUTIVE SUMMARY

August 12, 2022

In August of 2022, **50 alumni** of the On-Ramp Fellowship program (30.7%) gathered in Bloomington or Lafayette to deepen their knowledge and skills in two key business areas: **Growth & Scalability** and **Marketing Strategies**.

Participants reconnected with members of their own cohorts and other participants from across the state, and they met the expanded Indiana Arts Commission (IAC) team and representatives from each host site. They also gathered additional resources for support, not only from the instructors, but also from the ISBDC resources provided. In fact, **100% of participants** indicated they planned to follow-up with their regional ISBDC after the program.

In responding to the Statements of Creative Empowerment aligned with the content, the average response increased **from 2.65 to 3.19** on a four-point scale. That's a 20% increase in knowledge, skills, and self-efficacy following a seven-hour experience in which participants:

- \* Listed metrics to monitor as they strategized for growth,
- \* Identified barriers to achieving that growth,
- \* Assessed the state of their own marketing materials using checklists, and
- \* Laid the groundwork to revise their own marketing strategies.

In open-ended responses, participants shared the best part of the day was **reconnecting with others** (noted by 44% of responses) and engaging with the content (also noted by 44% of responses).

Participants also shared gratitude for the opportunity, with 33% of final responses including notes of **thanks or appreciation**.

### Key Findings



*100% of participants indicated they plan to follow-up with their regional ISBDC offices*



*83% shared that reconnecting with others and being rejuvenated were key goals for the day*



*95% indicated their goals for the day were fully or partially met*



*Participants increased agreement with Statements of Creative Empowerment by 20% on average*

## ON-RAMP 2.0 NEXT STEPS BUSINESS TRAINING

### EFFECTIVENESS REPORT

August 12, 2022

Together with the Indiana Small Business Development Center (ISBDC), the Indiana Arts Commission (IAC) offered Next Steps Business Training workshops so that over 100 creative small businesses across the state could be equipped with entrepreneurship training, a creative community network, and a direct bridge to their regional ISBDC.

The program included two components:

- **On-Ramp 2.0:** Two day-long workshops developed to address specific “next level” entrepreneurial needs identified by 88 graduates of the On-Ramp 1.0 program who responded to the interest survey.
- **Regional Workshops:** Nine additional workshops offered through targeted partnerships inclusive of the IAC Regional Arts Partnership to ensure both geographic access and participation by catalyzing their existing networks, assets, and relationships with each regional creative business community.

The long-term impact of these programs include:

- Connections with ISBDC regional staff and resources across the state.
- Resilience for artistic small businesses experiencing COVID-19 economic fallout.
- Increased access to small business resources for artists from underrepresented communities.
- Connections among artists, ISBDC resources, local mentors, community partners, and small business experts.
- Attraction and retention of diverse creative residents in communities throughout the state.
- Proven model for creative entrepreneur support through state agency partnerships.

### ABOUT ON-RAMP 2.0

On-Ramp 2.0 Next Steps Business Training was designed by Elaine Grogan Luttrull, CPA-PFS, AFC® and founder of Minerva Financial Arts. The curriculum was focused specifically on On-Ramp 1.0 needs identified through a comprehensive survey process conducted between May 2 and May 23, 2022. The survey was completed by 85 individuals (52.1% of 163 On-Ramp alumni). Of those who completed the survey, 92% were interested in attending further trainings.

Individuals were primarily interested in learning about marketing strategies (64.7%) and scaling (62.4%), so two workshops were developed to cover these topics. Individuals were generally open to traveling to workshops, with 40% of respondents open to attending a location in either

Northern or Southern Indiana. Just under 30% of people expressed a geographical preference, which informed the selection of Bloomington and Lafayette as host sites. Saturdays and Mondays emerged as the days participants were most able to attend in-person workshops, and most participants favored a “mid-day” option from 10:00 a.m. to 5:00 p.m.

The overarching goal of the On-Ramp 2.0 Next Steps Business Training program was to deepen business knowledge, skills, and self-efficacy in On-Ramp alumni. We measured achievement of this goal through each participant’s assessment of their own knowledge across content areas, how often they act in each content area, and their own confidence (self-efficacy) in each content area.

To support that overarching goal, the following workshop goals and outcomes were shared with participants.

### **Growing & Scaling Your Business (Or Not)**

The goal of this workshop is to define a growth path for creative businesses. To do that, we’ll:

- Describe specific, measurable, time-bound growth goals.
- Connect metrics to the growth goal.
- List tangible steps to achieve the goal.
- Identify barriers to scalability.
- List ways of reaching the goal through examples of others.

### **Just Let Me Create: Building a Marketing Strategy**

The goal of this workshop is to deepen and refine marketing knowledge. To do that we’ll:

- Refine UVPs (updating them if necessary).
- Assess the current marketing state using key checklists.
- Describe the customer journey.
- Create meaningful marketing content efficiently.
- Build a revised marketing strategy using the provided template.
- Reframe marketing mindsets, connecting thoughts to actions.

### ***Program Components***

The program included a one-day event repeated two times: Once on Saturday, August 6, 2022 in Bloomington and a second time on Monday, August 8, 2022 in Lafayette. The workshop ran from 10:00 a.m. to 5:00 p.m. each day, with participants arriving at approximately 9:30 for breakfast and welcoming remarks. The event included two content workshops, which lasted 2.5 hours each, plus a 1-hour panel discussion during the lunch break. Panelists were alumni of the On-Ramp program who had excelled in a particular area (their “superpowers”) who shared their personal experiences. These superpowers included marketing channel expertise (Instagram and YouTube), customer engagement and retention (Patreon and YouTube), and systems expertise (Google Suite).

The program’s content was shared with participants in a workbook provided physically during the event and slides were shared with participants digitally following the workshop experience.

### *Participants & Engagement*

A total of 69 individuals registered to attend either event and 50 came (72.5%). Attendance was fairly evenly split between the two locations. Twenty-seven individuals actively participated in the program on Saturday, August 6 in Bloomington, although 34 were expected. Twenty-three actively participated in the program on Monday, August 8 in Lafayette, although 30 were expected. Overall 20% of registrants dropped out within 12 hours of the program’s start. Another five had registered to attend either day but were not able to attend. Generally, these individuals communicated with the IAC in advance about their change in registration status.

Those who responded to the interest survey but were not able to attend generally cited scheduling conflicts as the reason, with one person in particular sharing that choosing different weekend options (even those in different months) could have alleviated her scheduling challenge.

### INITIAL PROGRAM SURVEY

We surveyed participants at the beginning of the day to assess each person’s starting point. 22 participants (out of 27 attendees) completed the pre-survey on Saturday (81.5% completion rate) and 21 (out of 23 attendees) completed the pre-survey on Monday (91.3% completion rate).

### *Program Goals*

We asked participants about their goals for the program overall and for each workshop, and we categorized each response into four areas:

Participants’ Overall Goals for the Day			
Saturday		Monday	
Reconnect / Network	17 (68.0%)	Reconnect / Network	9 (39.1%)
Business Growth	3 (12.0%)	Business Growth	4 (17.4%)
Rejuvenate / Inspire	3 (12.0%)	Rejuvenate / Inspire	7 (30.4%)
Art Growth	2 (8.0%)	Art Growth	3 (13.0%)

*\*Note that participants could have indicated more than one goal, so the amounts total more than the number of participants.*

*\*The full text of responses to this question are included in the appendix.*

### Scalability Goals

Participants generally indicated their goal for the scalability workshop was to gain knowledge, with many indicating they had little or no familiarity with the term “scalability.” Others had scalability goals that were specifically related to their businesses, particularly for participants in Lafayette. Selected responses follow:

Participants’ Scalability Goals
Learn techniques and strategies to scale my efforts with performances and content creation.
Learn how my art and business can scale when it's so labor intensive and niche
Learn something new and see if scaling is an option for me.
I'm not very familiar with the term "scalability" yet
Further my skills and understanding.
Think about applying this to the consulting gigs I'm getting
Hear suggestions for making multiples of small work more rapidly

*\*The full text of responses to this question are included in the appendix.*

### Marketing Goals

Participants indicated some general and some specific goals for the marketing workshop, with 10 noting a preference for learning specific techniques. Several requested examples and included specific learning goals (for example, refining a pitch or identifying customers). Selected responses follow:

Participants’ Marketing Goals
Learn marketing techniques and suggested approaches.
Clarify and quantify my pitch. I’m always trying to sharpen up my vision.
Hear examples of successful strategies
Get a grip on how to reach more people with my work.
Make good use of a new website and social media
Absorb a different perspective on how to communicate what I do
Get motivated to maintain my online presence more consistently

*\*The full text of responses to this question are included in the appendix.*

### POST-PROGRAM SURVEY

Twenty-four individuals completed the post-survey on Saturday (88.9% completion rate) and 19 completed it on Monday (82.6% completion rate).

We asked if individuals achieved the goals they set out for themselves for the day, and on Saturday 20 (out of 24) indicated they had . (Two said they partially achieved their goals and two individuals skipped this question). Sixteen (out of 19) indicated they had achieved their goals on Monday, with three saying their goals were partially met. Selected responses follow.

Did you achieve what you hoped to achieve in each session?
Yes, action plans and ideas.
Yes! I feel inspired all over again and confident that I'm headed in the right direction.
Yes! This was everything I needed and more.
100% Loads of clarity on my next steps came to me today.
Absolutely! Thank you for re-energizing and focusing my intentions to advance my art and career.
I think so! I identified that I'm more concerned with prestige and elevating my profile than making more money.
Yes but I would of loved something about taking a presentation to a company.
Yes, the encouragement and focus from Elaine and the resources Chris provided were perfect.

*\*The full text of responses to this question are included in the appendix.*

Additionally, 100% of individuals indicated they intended to make use of ISBDC resources. A presentation on the services offered by the ISBDC, plus ways for individuals to find their regional SBDC office was included on both days, and ISBDC contact information and resources were noted in the printed materials.

### *Panel Discussion Feedback*

Overall the participants found value in the panel discussion, with 86% (37 individuals out of 43) indicating it was helpful. Additionally, it was noted three times as the best part of the day (in the following question).

How helpful did you find the panel discussion?
The panel discussion was an eye-opener. It is nice to hear how cohort members are adapting and succeeding and failing forward. Love their sincere feedback. It is inspiring.
Great - especially tools used by each
I could have done without it, I would rather have had a group activity that allowed me to meet everyone and then time to network.
Very helpful and provided alternative information I never thought about before hand.
Extremely. The whole day was wonderful! I'd love this to be an annual thing.
It was wonderful and allowed my mind to wonder.

*\*The full text of responses to this question are included in the appendix.*

### *Highlights of the Day*

Individuals shared what they thought the best part of the workshop was, and the responses generally fell into five categories (even though the question was open-ended, meaning individuals could share whatever they wanted). "Reconnecting" or "connecting" with individuals was noted nineteen times as the best part of the workshop, while the content or

materials provided was also noted nineteen times. Instructors were noted eight times as being the best part of the day. Selected answers follow.

The best part of today's workshop was...
Elaine's discussion about growth and scalability. It made me think about how I can grow my business in ways I had be considered.
Reconnecting with On Rampers from my cohort and meeting new artists.
Elaine was amazing! Excited to break down the content that Chris provided!
Chris Jones is amazing! We needed to have him another full day.
brain stretching as far as reevaluating brand qualities and meeting customer needs

*\*The full text of responses to this question are included in the appendix.*

### Areas for Improvement

They also shared areas for improvements for future programs. Five individuals noted difficulty hearing the presenters because of echoes/acoustics (and these comments tended to be from the Bloomington location). A lapel microphone was provided in Lafayette, which helped with audio amplification.

What areas for improvement did you notice today?
Sound was hard with the acoustics in the room. It was so hard to find the building.
Acoustics were challenging. It's an echoy space, and that couldn't be helped.
I could not hear. My hearing isn't perfect and with the echo it was almost impossible for me to follow things. Sadly.
Warmer room. Also, with on ramp tea was provided for non-coffee drinkers and was not today. I definitely could have used a shot of caffeine today!

*\*The full text of responses to this question are included in the appendix.*

Fifteen responses also included feedback on the marketing section, with individuals requesting the content be a bit more focused on artists.

What areas for improvement did you notice today?
the marketing session was a bit over my head as an individual visual artist
Identifying my audience journey, and flushing out what my ideal audience wants and where they hang out
I felt the first half of the marketing workshop was too detached from my needs as an individual artist marketing my artwork, too focused on corporate marketing. The second half was on point.
I wish the second half was more specific to art marketing it was a little more general marketing
I honestly had a hard time following Chris. He was kind of all over the place and his metaphors were often confusing. I think slowing down and pausing for group interaction or discussion (that wasn't forced) could help.
Sometimes it was a bit difficult to connect branding to art-making; I think artists can be offended by their work being referred to as products.

I felt that the marketing workshop tried to cover too much, and wasn't as good of a fit for this audience.

Chris did a great job of shifting the content in the afternoon to be more relatable to individual artists. During the first half he talked too fast and didn't leave enough quiet space for reflection. Good pivot in the second half.

*\*The full text of responses to this question are included in the appendix.*

Finally, underscoring the importance of building community in this group, four individuals noted a preference for more time to network and meet each other.

### STATEMENTS OF CREATIVE EMPOWERMENT

As part of the survey, participants were presented with a series of statements, each associated with knowledge, actions, and capabilities within content areas covered in the course (five for each content area). They were invited to indicate how much they agreed with each statement on a Likert-style scale ranging from 1 (strongly disagree) to 4 (strongly agree).

We compared the average (mean) response to each statement following the program (post-survey) with what individuals reported at the beginning of the program (pre-survey). The comparison is presented below. A change in response of 0.5 or more points (on the four-point scale) was observed in 5 of the 10 statements (50%).

Despite the content feedback on the marketing section, the participants still noted knowledge and action growth in the marketing content, and those gains were slightly larger than the gains in knowledge and action for the scaling content.

#### ALL ON-RAMP 2.0 SUMMARY (n=43)

#	Statement	Content Area	Competency Area	Pre-Survey Mean (n=43)	Post-Survey Mean (n=43)	Change in Mean
9	I have revisited (will revisit) and updated my marketing strategy within the past quarter (in the next quarter).	Marketing	Action	2.21	3.30	1.09
2	I know the key metrics to monitor as I work to grow my business.	Growth / Scalability	Knowledge	2.33	3.14	0.82
6	I have assessed the state of my marketing activities within the past week.	Marketing	Action	2.26	3.07	0.81
3	I have taken (will take) tangible steps to achieve my growth goals within the past week (in the next month).	Growth / Scalability	Action	2.64	3.29	0.64
1	I have specific, measurable, and time-bound goals to grow or scale my business.	Growth / Scalability	Knowledge	2.60	3.23	0.63
8	I have created (will create) multiple forms of meaningful media content within the past month (in the next month).	Marketing	Action	2.74	3.19	0.44
7	I know how my customers engage with my business over time (i.e., their customer journey).	Marketing	Knowledge	2.44	2.84	0.40
5	I am capable of growing or scaling my business in a way that works for me.	Growth / Scalability	Intention	3.10	3.38	0.29
10	I am capable of enacting a marketing strategy that works for me.	Marketing	Intention	3.10	3.26	0.16
4	I am capable of navigating barriers I may encounter as I grow my business.	Growth / Scalability	Intention	3.10	3.17	0.07

ALL ON-RAMP 2.0 OVERALL 2.65 3.19 0.53



The smallest changes were noted in the “intention” competency area, which is consistent with the starting point of individuals in this cohort, who have already competed On-Ramp and built their self-efficacy (i.e., their belief in their own abilities) in these areas.

AVERAGE CHANGE IN STATEMENT RESPONSES BY CONTENT AND COMPETENCY AREAS (n=43)

Pre to Post		Pre to Post	
Content Area	Average Change in Mean per Statement	Competency Area	Average Change in Mean per Statement
Growth / Scalability	0.49	Knowledge	0.61
Marketing	0.58	Action	0.75
		Intention	0.17

### Statement Changes by Location

There were no major differences by location. The Bloomington location had a slightly lower starting point overall, but they achieved slightly larger gains. The top five statements (as measured by increase in average response) were the same for each location, as were the bottom three.

#### BLOOMINGTON SUMMARY

#	Statement	Content Area	Competency Area	Pre-Survey Mean (n=22)	Post-Survey Mean (n=24)	Change in Mean
9	I have revisited (will revisit) and updated my marketing strategy within the past quarter (in the next quarter).	Marketing	Action	2.14	3.42	1.28
6	I have assessed the state of my marketing activities within the past week.	Marketing	Action	2.19	3.04	0.85
1	I have specific, measurable, and time-bound goals to grow or scale my business.	Growth / Scalability	Knowledge	2.45	3.29	0.84
2	I know the key metrics to monitor as I work to grow my business.	Growth / Scalability	Knowledge	2.27	3.09	0.81
3	I have taken (will take) tangible steps to achieve my growth goals within the past week (in the next month).	Growth / Scalability	Action	2.57	3.30	0.73
7	I know how my customers engage with my business over time (i.e., their customer journey).	Marketing	Knowledge	2.36	2.96	0.59
8	I have created (will create) multiple forms of meaningful media content within the past month (in the next month).	Marketing	Action	2.64	3.21	0.57
10	I am capable of enacting a marketing strategy that works for me.	Marketing	Intention	3.00	3.33	0.33
5	I am capable of growing or scaling my business in a way that works for me.	Growth / Scalability	Intention	3.05	3.35	0.30
4	I am capable of navigating barriers I may encounter as I grow my business.	Growth / Scalability	Intention	2.95	3.09	0.14
Bloomington Overall				2.56	3.21	0.65

LAFAYETTE SUMMARY

#	Statement	Content Area	Competency Area	Pre-Survey Mean (n=21)	Post-Survey Mean (n=19)	Change in Mean
9	I have revisited (will revisit) and updated my marketing strategy within the past quarter (in the next quarter).	Marketing	Action	2.29	3.16	0.87
2	I know the key metrics to monitor as I work to grow my business.	Growth / Scalability	Knowledge	2.38	3.21	0.83
6	I have assessed the state of my marketing activities within the past week.	Marketing	Action	2.33	3.11	0.77
3	I have taken (will take) tangible steps to achieve my growth goals within the past week (in the next month).	Growth / Scalability	Action	2.71	3.26	0.55
1	I have specific, measurable, and time-bound goals to grow or scale my business.	Growth / Scalability	Knowledge	2.76	3.16	0.40
8	I have created (will create) multiple forms of meaningful media content within the past month (in the next month).	Marketing	Action	2.86	3.16	0.30
5	I am capable of growing or scaling my business in a way that works for me.	Growth / Scalability	Intention	3.14	3.42	0.28
7	I know how my customers engage with my business over time (i.e., their customer journey).	Marketing	Knowledge	2.52	2.68	0.16
4	I am capable of navigating barriers I may encounter as I grow my business.	Growth / Scalability	Intention	3.24	3.26	0.03
10	I am capable of enacting a marketing strategy that works for me.	Marketing	Intention	3.19	3.16	-0.03
Lafayette Overall				2.74	3.16	0.42

*Final Thoughts*

Finally, participants were invited to share anything else they would like to share. Here’s what they said:

<b>Is there anything else you'd like us to know?</b>
Appreciate the continuing education opportunities!! Keep em coming!!
This was great! Could have used a few more breaks in the structure just to personally deal with sensory overload.
Thank you so much for this! I hope there will be other opportunities to reconnect with my cohort.
Thank you so much for hosting another On-Ramp workshop. I will always come to these if there are more offered!

*\*The full text of responses to this question are included in the appendix.*

**CONCLUSION**

The community created and the relationships forged continue to be the most impactful element of this program, as evidenced not only by the participant responses, but also by the observations made in the room. One observer noted the connections among participants, with many seeking each other out, taking photos together, and sharing warm embraces – including with the instructor.

In addition, the data and survey responses show that participants gained both knowledge and skills in the content areas covered: Growth/Scalability and Marketing. They continue to view the Indiana Small Business Development Centers and the Indiana Arts Commission as valuable supporters of their ongoing creative business practices, and they are eager and hopeful for additional support.

## APPENDIX

### FULL TEXT OF SURVEY RESPONSES

#### Pre-Test (n=43)

Control #	Location	1. During the scalability workshop, I hope to...	2. During the marketing workshop, I hope to...	3. What other goals do you have for today?	14. Is there anything else you'd like us to know?
001	Bloomington	I'm fairly clueless when it comes to scaling, so any help would be fantastic	Learn better and more efficient ways to market my work.	Re-connect. Re-focus my intentions to better my art practice and business	
002	Bloomington	Learn the next step!	Get inspired and motivated	Networking	
003	Bloomington	Determine next steps in finding funding, and in what order.	Clarify and quantify my pitch. I'm always trying to sharpen up my vision.	Reconnect with my cohort, meet other creatives, and do some creating.	
004	Bloomington	Further my skills and understanding.	Figure out how better to promote my work.	Reconnect with old friends	I can't wait to learn more!
005	Bloomington	Alter my approach and perspective on what scaling my creative company could look like.	Determine where to focus my marketing efforts next, where to double down.	Reconnect with friends and celebrate how far we have all come!!! Yay!!	Excited to be here!!!
006	Bloomington	I'm here for marketing but enjoy learning business skills that apply to artists.	Learn marketing techniques and suggested approaches.	Networking; please share contact info for the group for those who want to connect or stay in touch.	Marketing strategies are helpful.
007	Bloomington	Gain more knowledge,	build more connections,	and enjoy the directions this takes me today!	You are amazing, and I'm honored to connect to others with similar visions!
008	Bloomington	Expand and grow as an artist-prenuer.	Learn how to better market my business and my art.	Learn and expand my network of connections.	
009	Bloomington	Pick up motivation	Gain marketing skills	Reconnect	
010	Bloomington	Learn techniques and strategies to scale my efforts with performances and content creation.	Learn new marketing techniques with my music.	I want to reconnect with some & find a way to restart with the previous grant I got from On Ramp.	Look forward to it!

Control #	Location	1. During the scalability workshop, I hope to...	2. During the marketing workshop, I hope to...	3. What other goals do you have for today?	14. Is there anything else you'd like us to know?
011	Bloomington	Learn how my art and business can scale when it's so labor intensive and niche	Learn how to better market myself and better identify my ideal collector	Networking, connecting with friends, gaining motivation & feeling reinvigorated	
012	Bloomington	Not sure... figuring out how to pay for art when I dont sell art as part of my practice is always a struggle.	I dont have customers but I'm working in a project that could use advertising.	Reconnect with my cohort <3	I make contemporary conceptual art. My biggest struggle is the funding shuffle... I often get money from nonprofits and galleries after my project is completed leaving me to foot the bill and gain interest on my credit card while I wait to be reimbursed! So sttessful
013	Bloomington	Learn options for scaling	Hear examples of successful strategies	Network and eat	
014	Bloomington	Identify possibilities for scalability given my art practice.	Get new ideas and best practices for modern online marketing.	Update my plan given current realities in 2022.	I hope to update my plans and strategies for 2022.
015	Bloomington	Learn something new and see if scaling is an option for me.	Soak up all of the marketing knowledge. Take away some tools to effectively market to my ideal clients.	Continue to build a creative community.	Thank you so much for this opportunity
016	Bloomington	Learn to move	Learn an effective marketing technique that works for me	n/a	n/a
017	Bloomington	Learn wtf that means	increase my knowledge on scaling	n/a	n/a
018	Bloomington	Consider how to grow my business	Learn some marketing ideas that feel right for me	Reconnect with my On Ramp group and meet new people	n/a
019	Bloomington	Expand sales	Find out how to approach boutiques/sales reps	Networking	n/a
020	Bloomington	Gain more confidence and confirmation that I'm headed in the right direction	Solidify new ideas	Reconnecting with like minded creates while pushing myself to be more social	n/a

Control #	Location	1. During the scalability workshop, I hope to...	2. During the marketing workshop, I hope to...	3. What other goals do you have for today?	14. Is there anything else you'd like us to know?
021	Bloomington	I'm not very familiar with the term "scalability" yet	Get a grip on how to reach more people with my work.	Develop confidence in my business acumen. Make personal/business connections with fellow OnRamp 2.0 participants. Learn how to manage subcontractors economically.	I just need to learn and apply the knowledge to grow and scale my business.
022	Bloomington	Had no clue what this is about but knew if On-Ramp was offering it I was due to be invigorated and educated. I am here to absorb.	Same as above.	n/a	I still need to get past the business/paperwork anxiety of doing my art.
023	Lafayette	better understand strategies to grow my business and determine next steps in alignment with my goals	learn how other artists are struggling with marketing in their practice	Be inspired and connect with other creatives	n/a
024	Lafayette	Learn how to scale sustainably. I've grown my business a lot over the last year trying to make it my full time job... but potentially at the risk of burning out.	Gain actionable tips	Reconnect, network, get inspired	I've recently started paying personal bills with business revenue = Sign of progress!! Ready to keep moving forward!
025	Lafayette	Connect and network with other artist	Learn more about the business aspect of my craft	More marketing avenues	n/a
026	Lafayette	refine my business goals for this year in the most realistic way to best ensure success	get objective feedback on how my current branding is being perceived	invigoration to jump start into the fall!	n/a
027	Lafayette	learn new ways to scale my music and media making craft	learn creative ways to promote my old works and my 2 new fellowship videos	I hope to meet new people with potential to collaborate	Can the music event be hosted around the South Bend area? I will be attending the Madison event but would ask you to consider hosting it close by.
028	Lafayette	consider if I <i>want</i> to scale and brainstorm how	learn new actionable marketing ideas	n/a	n/a
029	Lafayette	Figure out how to better expand markets for what I create - funding sources and customers	reaching new markets	Some tax questions	n/a

Control #	Location	1. During the scalability workshop, I hope to...	2. During the marketing workshop, I hope to...	3. What other goals do you have for today?	14. Is there anything else you'd like us to know?
030	Lafayette	Hear suggestions for making multiples of small work more rapidly; also interested in larger installation-type work/collaboration but I need to learn more. Also manufacturing resources for small biz and small scale	Set some personal goals; learn tips for video (easily)	n/a	n/a
031	Lafayette	Be open-minded as to what may come :)	Find a new nugget of life	new information; sharing my passion for art	Thank you - I love the fellowship
032	Lafayette	Get ideas on increasing my royalty revenue	Absorb a different perspective on how to communicate what I do	To walk away empowered and ready to finish out the year creatively	n/a
033	Lafayette	Build on my marketing strategy. Pick up any new ideas. Pick up ways to increase my prints sales online	Same as above.	Pick up 3 new ideas to implement	Not sure
034	Lafayette	learn to grow and scale my busines	market better	Network	nope
035	Lafayette	see a path forward so this idea isn't solely me	make good use of a new website and social media	network with others	n/a
036	Lafayette	Think about applying this to the consulting gigs I'm getting. Get a sense of how much is enough -- these gigs can be hectic	ditto	need to get re-inspired towards creative production	n/a
037	Lafayette	Take away key tips to consider for scalability that best fits my business	Gain different perspectives in regards marketing options to better deliver	Insight, new ideas, new perspectives	n/a
038	Lafayette	Continue to gather important information to grow my business	Think of attainable ways to market my business from the normal flyers, website, options	n/a	n/a
039	Lafayette	Fina harmony between being a creator an content maker grow my website/blog presence on a recurring schedule	Create a list of keywords/improve understanding of reach	Building a realistic pain for execution! Building excitement, whoo! :)	n/a

Control #	Location	1. During the scalability workshop, I hope to...	2. During the marketing workshop, I hope to...	3. What other goals do you have for today?	14. Is there anything else you'd like us to know?
040	Lafayette	Get motivated and focus on expanding business. Taxes -- Pay state tax if I sell to a business out of state?? Get into better galleries/pay for better print or sellable items; find my market; find my worth (talks, walks, possible workshops - more 3-5 year goal)	Market myself and my self worth	Networking; meeting people	Trying to work on 2 businesses (kind of related) - photography is th 1st, a native seed collecting busines is the 2nd
041	Lafayette	One challenge for me is determining fair pricing for bigger jobs so I'd love to learn more about how to approach that	Get motivated to maintain my online presence more consistently	Connect with fellow on-rampers!	n/a
042	Lafayette	Gain perspective on how/when to manage growth as it happens.	Learn how to make marketing less painful.	Renew enthusiasm for my 2022 project and network with other creatives.	n/a
043	Lafayette	Learn different ways to scale	Discover a few subtle shifts I can make for better marketing	Meet new people	n/a

Post-Test (n=43)

Control #	Location	1. Earlier we asked about what you hoped to accomplish today. Did you achieve what you hoped to achieve in each session?	2. How helpful did you find the panel discussion to be?	3. The best part of today's workshop was...	4. What areas for improvement did you notice today?	5. Do you expect to make use of your regional ISBDC office for future support?	16. Is there anything else you'd like us to know?
001	Bloomington	I can't remember what I wrote down earlier. The branding session was exhausting.	Quite helpful	Korie on the lunch panel	USE THE MIC, please! Always.	Yes	Not using the microphone is discriminatory, a waste of resources, and simply RUDE. USE THE MIC!
002	Bloomington	Yes, action plans and ideas	very	reconnecting with everyone	marketing	Yes	Appreciate the continuing education opportunities!! Keep em coming!!
003	Bloomington	yes	3/10	Elaine was amazing! Excited to break down the content that Chris provided!	n/a	Yes	n/a
004	Bloomington	did reconnect w/ some, met new people. Elaine was inspiring and helpful, as always.	got some good ideas	sharing with participants	the marketing session was a bit over my head as an individual visual artist	Yes	Cut back on amount of info in afternoon session. Chris was great, but I felt like I was not able to keep up.
005	Bloomington	Absolutely	It is always good to hear the inner workings of other artists brains.	Inspiration! And gathering inspiration and energy renewal from Elaine and my fellow On-Rampers	Would have liked a time to mix and mingle with other years or, at least, know their art	Yes	n/a
006	Bloomington	Not entirely but it was a good pivot	Extremely helpful	Elaine's presentation about scalability	I need to work on scaling and standardizing my repeatable processes.	Yes	No



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007	Bloomington	Yes! I feel inspired all over again and confident that I'm headed in the right direction.	I enjoyed being part of the panel!	Catching up with local artists.	Updating my web presence.	Yes	
008	Bloomington	Yes	Moderately	Connecting	Understanding scaling	Yes	I wish we could have done quick introductions - to find out where everyone is from and what they do
009	Bloomington	I did	It was super pleasant	Engagement	More engagement	Yes	Stay awesome
010	Bloomington	Yes	Extremely helpful	Elaine's discussion about growth and scalability. It made me think about how I can grow my business in ways I had be considered.	I wonder if marketing is something that can be outsourced when we scale our businesses.	Yes	Thank you so much! Great experience
011	Bloomington	Yes! This was everything I needed and more.	Panel was informative, brought up a few new ideas.	Elaine	Marketing and engagement	Yes	This was great! Could have used a few more breaks in the structure just to personally deal with sensory overload.
012	Bloomington	Yes. Clarity in purpose and new connections.	Fairly helpful. Good variety of experiences and perspectives.	Reconnecting with On Rammers from my cohort and meeting new artists.	Acoustics were challenging. It's an echoy space, and that couldn't be helped.	Yes	
013	Bloomington	Yes	Very helpful	First half & also all the workbook info	NA	Yes	Thanks for hosting

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014	Bloomington	100% Loads of clarity on my next steps came to me today.	I had fun!!	Reconnecting with the folks from my cohort :)	Maybe another break? But everything was amazing!!	Yes	Yay!! Thank you!!
015	Bloomington	Scaling and growth exceeded expectations (would have like to hear more about funding though), marketing was fine but quite broad.	(Panel member)	"Scaling"	Info was very general, specifics/success stories would have been great	Yes	
016	Bloomington	Yes! Scalability was so practical and helpful. I'm still mulling a bit on marketing and brand.	Great! It was a great way to feel connection by just listening.	Connecting again!! Getting training! Get motivated to get out there and do the thing!	Sound was hard with the acoustics in the room. It was so hard to find the building.	Yes	Thank you! So excited to be here!
017	Bloomington			Seeing some people I know. Meeting several new attendees.	There was too much content and I could not hear. My hearing isn't perfect and with the echo it was almost impossible for me to follow things. Sadly.	Yes	
018	Bloomington	Yes! This section was so useful! I have goals in mind on how to grow and where I want to be in the next five years.	It was interesting to hear the panel participants experiences.	Reconnecting with the four other 2021 ON Ramp people in my cohort. I loved the scaling section.	Some of the marketing section was over my head.	Yes	Thank you so much for this! I hope there will be other opportunities to reconnect with my cohort.
019	Bloomington	Yes, we covered a lot of new information.	It was wonderful and allowed my mind to wonder.	Getting to catch up with old friends and make some new ones	Better understanding of what I need to do to improve some skills	Yes	Thank you

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020	Bloomington	Absolutely! Thank you for re-energizing and focusing my intentions to advance my art and career.	Extremely. The whole day was wonderful! I'd love this to be an annual thing.	Everything was amazing, Elaine is always a rockstar.	Can't think of any	Yes	Thank you!
021	Bloomington	Yes!	Learning about different platforms and feeling validated by my personal and business experiences was huge	Reconnecting with and making new On-Ramp friends	Identifying my audience journey, and flushing out what my ideal audience wants and where they hang out	Yes	Thank you so much for hosting another On-Ramp workshop. I will always come to these if there are more offered!
022	Bloomington	Missed this session	It's great hearing from others facing similar challenges in real time.	Chris Jones is amazing! We needed to have him another full day.	Focusing my efforts in marketing	Yes	Thank you!
023	Bloomington	I think so! I identified that I'm more concerned with prestige and elevating my profile than making more money.	Very helpful. It is so nice to hear other creatives experiences especially after two years away from the community during the pandemic.	Reconnecting with my cohort and hearing about other people's goals and problems. Also reevaluating my practice	More time to introduce other cohorts	Yes	

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024	Bloomington	Yes! I had a real ah-ha! In the afternoon.	Excellent. I enjoyed hearing from all 3 presenters, nice diversity. Jordan had great questions.	Reconnecting with my cohort. ❤️	I felt the first half of the marketing workshop was too detached from my needs as an individual artist marketing my artwork, too focused on corporate marketing. The second half was on point.	Yes	Chris did a great job of shifting the content in the afternoon to be more relatable to individual artists. During the first half he talked too fast and didn't leave enough quiet space for reflection. Good pivot in the second half.
025	Lafayette	Yes	Great	Additional Resources	I am doing a great deal of everything at this time. I love the reconnecting of likeminded people	Yes	
026	Lafayette	Yes! I am inspired to move forward on my goals.	N/A	Elaine!	Completing my audience personas and connecting with my network map	Yes	
027	Lafayette	I did! Much clarity gained today!	This was a nice blend of learning, inspiration, and confirmation.	The energy generated between like-minded artists.	I have to get my marketing plan in place.	Yes	Thank you!
028	Lafayette	Yes!	Very helpful	The portion on scaling & growth	Marketing strategy	Yes	
029	Lafayette	Yes	Helpful and inspiring	Growth/Scaling	First session was more engaging than the second	Yes	It was great to be back and reconnect!

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030	Lafayette	Yes	Semi-helpful	I enjoyed the afternoon speaker	Warmer room. Also, with on ramp tea was provided for non-coffee drinkers and was not today. I definitely could have used a shot of caffeine today!	Yes	No
031	Lafayette	Mostly	Very helpful	Reconnecting with on-ramp group	I wish the second half was more specific to art marketing it was a little more general marketing	Yes	Thank you for this opportunity!
032	Lafayette	Yes, they were excellent!	Very useful to hear what other creatives are putting into action.	Elaine's scalability session bc it was so interactive and allowed me to think and plan on my own business.	Make it longer!	Yes	Nicely done
033	Lafayette	Yes	Very helpful and provided alternative information I never thought about before hand.	Panel discussion	None	Yes	I am so appreciative of all the information given to me throughout this program.
034	Lafayette	Yes, it definitely affirmed perspective on expansion	Extremely	Scalability discussion	Automation	Yes	
035	Lafayette	Yes, the encouragement and focus from Elaine and the resources Chris provided were perfect.	It's always good to hear about where other artists are in their journey	Figuring out a growth plan that works for me	Letting go of the fear of asking for help	Yes	
036	Lafayette	Yes	Very helpful	Connecting with new folks and reconnect with your Kd friends	Social media	Yes	None

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037	Lafayette	Yes	It was thought provoking and encouraging! I appreciated the different experiences and perspectives shared.	-Clarification on growth, scaling, and creative business goals -brain stretching as far as reevaluating brand qualities and meeting customer needs	Tracking business metrics like project type, more details in time spent, honing in on plan for pursuing more ideal commissions	Yes	
038	Lafayette	Yes	Helpful- always nice to hear personal experiences and how business concepts relate to one's experience in real life	Growing and Scaling Business session	I honestly had a hard time following Chris. He was kind of all over the place and his metaphors were often confusing. I think slowing down and pausing for group interaction or discussion (that wasn't forced) could help.	Yes	
039	Lafayette	Yes	Panel discussion was good-maybe a bit long	Many things. I liked considering the difference between scaling and growth. I liked considering ways to scale. Chris brought different language to marketing which was helpful. Breaking down branding into steps was helpful in thinking about my own brand and voice.	Sometimes it was a bit difficult to connect branding to art-making; I think artists can be offended by their work being referred to as products.	Yes	Thank you-it was a great day with high value.

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040	Lafayette	I think yes in the growth and scaling, but no in the marketing.	I could have done without it, I would rather have had a group activity that allowed me to meet everyone and then time to network.	Examples of what increasing your max can look like from Elaine.	I felt that the marketing workshop tried to cover too much, and wasn't as good of a fit for this audience.	Yes	Just from meeting and reconnecting with colleagues, I believe I have a couple new projects in the works!
041	Lafayette	Yes but I would of loved something about takeing a presentation to a company.  Like I want to approach a zoo about doing merchandise of their star animals for them to sell in their store. What do buissness look for in a presentation like this? What statistics? What topics do they want to hit ect.	Very	Panelist	Pivoting is ok	Yes	Na
042	Lafayette	Yes	The panel discussion was an eye-opener. It is nice to hear how cohort members are adapting and succeeding and failing forward. Love their sincere feedback. It is inspiring.	The growth plan exercise on page 8 is one actionable step I hope to follow up on.	Nonw	Yes	Though I would be attending the Madison Music event on Wednesday, please consider hosting a music business workshop in the northern Indiana region.
043	Lafayette	Not sure yet	Great - especially tools used by each	Reconnecting with some from original cohort	n/a	Yes	n/a