

Appendix 2

NPS Survey of a sample of Growth Works clients

Survey Results: Quarter-7, 2022

GrowthCo Chair and SRO: Nigel Parkinson and Steve Clarke

3 October 2022

Contents

1. GrowthCo Requirement and the Survey Questions	03
2. Survey Responder Pool	04
3. Survey Summary	05
4. Whole of service NPS	06
5. NPS by Service Lines and District Councils	07
6. Workforce / employment question	08
7. Support expectations question	09
8. Business growth question	10
9. Management time question	11
10. Qualitative digest – client comments	12
Appendices	15

GrowthCo Requirement

- Gateley Economic Growth Services (GEG) is delivering a broad Business Growth Services contract for the Cambridgeshire and Peterborough Combined Authority (The Combined Authority) through its trading arm Growth Works, to support job creation and share prosperity.
- GEG has commissioned Impact Advisory Ltd to survey a sample of customers of the services provided by Growth Works using the NPS (Net Promoter Score) metric, at the request of the GrowthCo, the arm of The Combined Authority overseeing delivery of the services provided by GEG. The purpose of the survey is to determine satisfaction levels within a sample of customers of the services provided by Growth Works.
- Specifically, on a quarterly basis, in each survey both Growth Works and the GrowthCo require:
 - 40 customers to be surveyed in each sample pool
 - All Growth Works Service Lines to be included in the sample
 - All six Combined Authority partner areas to be covered
 - Quantitative and qualitative inputs from surveyed customers.
- Impact Advisory will manage delivery of the survey, summarise the findings from the data and interpret the qualitative feedback provided, in order to draw conclusions and highlight actionable insight where appropriate.

The Survey Questions

1. Name
2. Work email address
3. On a scale of 0 (not at all likely) to 10 (extremely likely): How likely is it that you would recommend Growth Works to your friends, family, business associates or contacts for support, coaching and advice?
4. Which of our services did you use?
5. Where is your business based?
6. On a scale of 1 (very poor) to 5 (excellent): How would you rate our support developing your workforce / employment opportunities in CPCA?
7. On a scale of 1 (very poor) to 5 (excellent): Did our service support meet your initial expectations from when you registered for support?
8. On a scale of 1 (very poor) to 5 (excellent): How would you rate the impact of our service in accelerating or expanding your business growth plans in CPCA?
9. On a scale of 1 (very poor) to 5 (excellent): To what extent was the service a valuable investment of your time?
10. Thank you for your feedback. If you have any other comments you would like to provide, please do so here. (1250 characters).

Companies Invited to Participate, and Survey Pool



Companies Responded

The table below lists the companies that responded to the survey. The full list of companies invited to participate in the survey is listed in the appendix.

Company Name	Service Line	Company Name	Service Line
	Grants		Inward Investment
	Growth Coaching		Inward Investment
	Growth Coaching		Inward Investment
	Growth Coaching		Inward Investment
	Growth Coaching		Inward Investment
	Growth Coaching		Inward Investment
	Growth Coaching		Skills
	Growth Coaching		Skills
	Growth Coaching		Skills
	Growth Coaching		Skills
	Growth Coaching		Skills
	Growth Coaching		Skills
	Growth Coaching		Skills
	Inward Investment		Skills

Survey Responder Pool – Services and Locations

The table below lists the responses received by service line and by location.

Location	Responses
Cambridge	8
East Cambridgeshire	1
Fenland	1
Huntingdonshire	1
Peterborough	9
South Cambridgeshire	1
In the LEP but outside CPCA	8
TOTAL	29

Services	Responses
Growth Coaching	9
Equity Growth Investment	9
Capital Expenditure Grants	9
Inward Investment/Locate Cambridge	9
Growth Works with Skills	13
Growth Hub	9
TOTAL	58

- Clients from 107 companies were invited to provide feedback on Growth Works services experienced.
- 29 responses were received from 28 companies located across the LEP and CPCA territory, as illustrated in the table opposite.
- Respondents were asked to identify all Growth Works services they had used and allowed to select as many as they liked.
- This explains why there are more services selected than the number of respondents.

Headlines

- 124 clients (from 107 companies) were invited to participate and share feedback. 29 had responded by 00:01 29th September 2022 when the survey window closed.
- Headline NPS is 62% (29 responses: Promoter = 21, Passive = 6, Detractor = 3). For context, most companies using NPS average scores of 31-50%.
- Split by District Councils, Peterborough (9) accounted for 31% of responses, followed closely by Cambridge (8) and interestingly, there were also 8 responses from 'in the LEP but outside CPCA'.
- Split by Service. Respondents were allowed to select one or more services they had benefited from, with the NPS for each Service Line as follows:
 - Skills = 70% NPS on 13 selections (1 detractor)
 - Growth Hub = 67% on 9 selections (1 detractor)
 - Coaching = 67% NPS on 9 selections (1 detractor)
 - Grants = 67% NPS on 9 selections (1 detractor)
 - Equity = 56% NPS on 9 selections (1 detractor)
 - Investment = 56% NPS on 9 selections (2 detractors).
- On the specific questions for Growth Works (star ratings from 1-5 as the options):
 - Question 6 = average rating 4.2 out of 5.0 (down from 4.5 last quarter)
How would you rate our support developing your workforce / employment opportunities in CPCA?
 - Question 7 = average rating 4.3 out of 5.0 (down from 4.7 last quarter)
Did our service support meet your initial expectations from when you registered for support?

- Question 8 = average rating 4.2 out of 5.0 (down from 4.6 last quarter)
How would you rate the impact of our service in accelerating or expanding your business growth plans in CPCA?
- Question 9 = average rating 4.4 out of 5.0 (down from 4.7 last quarter)
To what extent was the service a valuable investment of your management time?

- Comments are mainly positive, with complimentary name checks for Stephen (Coaching) and Greg (Inward Investment).
- Again, as raised in the previous three quarters within the Question 10 comments section, respondents have noted their frustration with the grant approval and payment system.

Consideration

- The 23% survey response rate is much lower than last quarter's 53%. Of the 124 pool that Growth Works invited to participate in Quarter 7:
 - Investment invited 23 with a response rate of 35%
 - Skills invited 25 with a response rate of 32%
 - Grants invited 5 with a response rate of 20%
 - Coaching invited 71 with a response rate of 17%
 - Growth Hub no longer participates, as agreed with the Growth Co SRO in Q6.
- One respondent who gave the lowest possible scores for all questions and commented "Very Bad, you service only working for company already has good cash flow not for start up." is in fact a micro business (so maybe not the typical SME that the Growth Works programme is designed to serve?).

Growth Works achieved an NPS of 62% in the Quarter 7 Survey of Clients

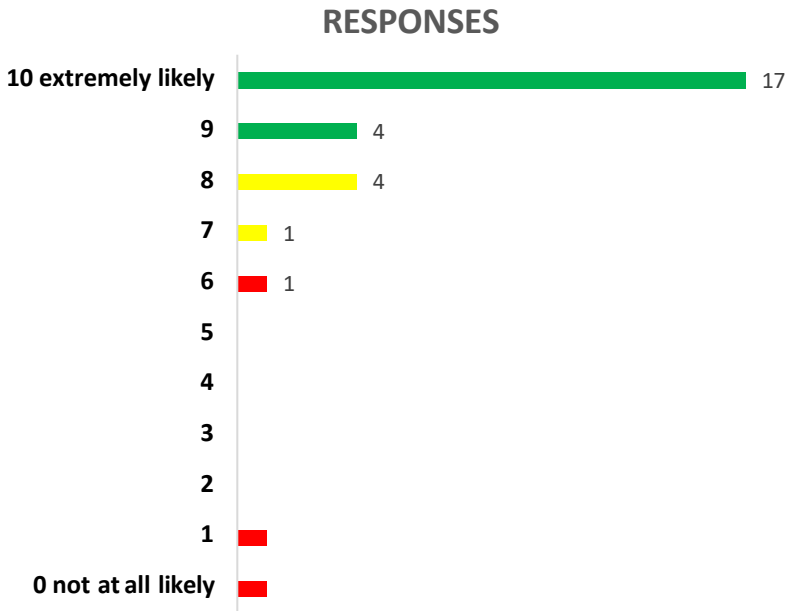


Promoter	72%
Passive	17%
Detractor	10%

A decent result by global NPS standards

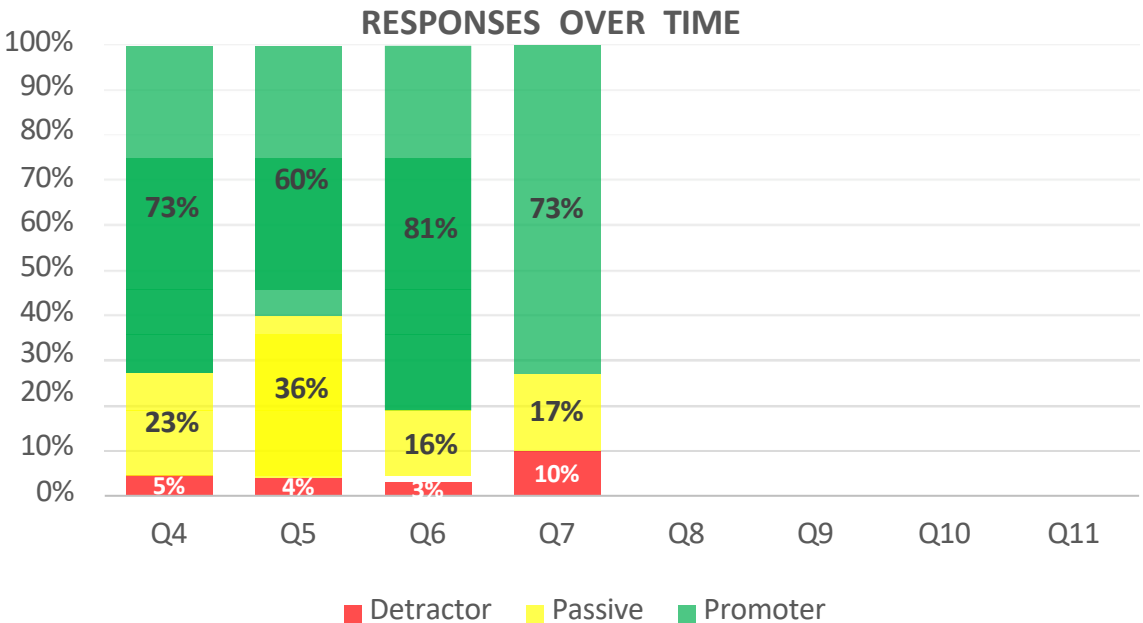
- The Growth Works NPS for the Quarter-7 survey is classed as ‘excellent’. Although it falls short of the 78% ‘world-class’ result of Quarter 6. It is comparable with Q4’s NPS of 68% and is still above Q5’s 56% NPS
- With Growth Works inviting more companies than in previous quarters to participate in the survey, 29 responses out of 124 companies gives a 23% Quarter 7 survey response rate. Response rates for earlier quarters were Quarter 6: 53%, Quarter 5: 50% and Quarter 4: 44%
- 21 promoters scoring 9 or 10 out of 10 is a good achievement. We make no assumptions about responder knowledge of the NPS methodology or ratings scale either, as this was not reflected in the survey question
- There are two low scoring detractors in the results. We recommend Growth Works leadership investigate further.

Q7 Responses



Performance by quarter

- Over time the data presented here will highlight movement in the scores.



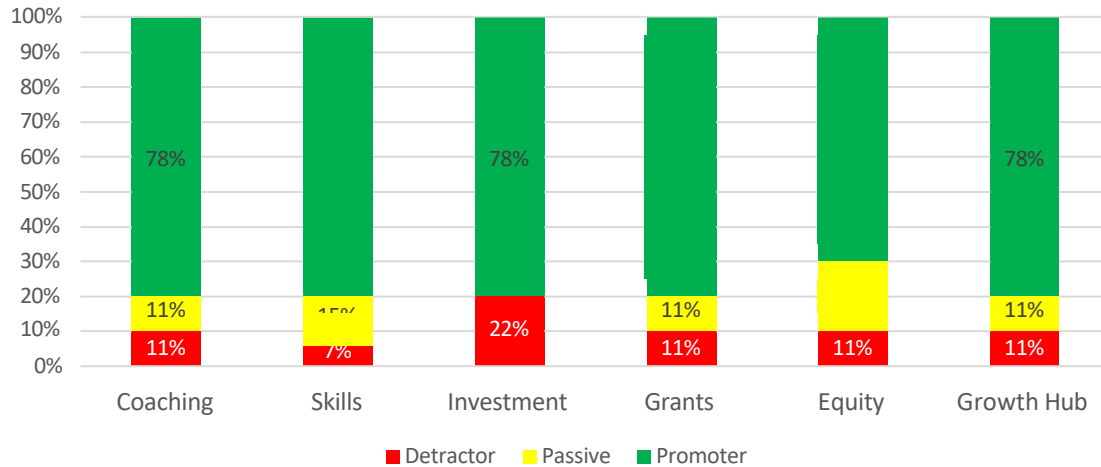
NPS by Service Line and District Council



Quarter 7 NPS – Service Line Scores

- The 29 respondents made 58 selections for service lines they had engaged with. Overall results show ‘excellent’ NPSs for the services lines
- There are 3 detractors. One respondent’s detractor (0 out of 10) runs across all service lines except Coaching. There is a detractor (1 out of 10) for Coaching and a detractor (6 out of 10) for Investment.

NPS BY SERVICE

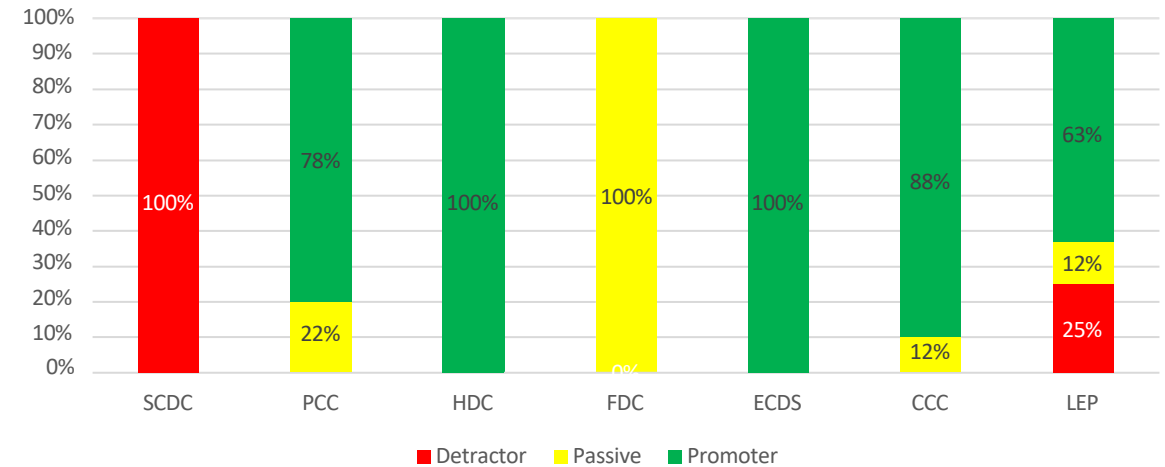


	Coaching	Skills	Investment	Grants	Equity	Growth Hub
NPS	67%	70%	56%	67%	56%	67%
Respondent Selections	9	13	9	9	9	9

NPS – District Council Scores

- Peterborough, Cambridge and for the first time, ‘in the LEP but outside CPCA’ are well represented in terms of responses
- With only single responses for the remaining regions: South Cambridgeshire, Huntingdonshire, Fenland and East Cambridgeshire – representative results cannot be drawn.

NPS BY DISTRICT



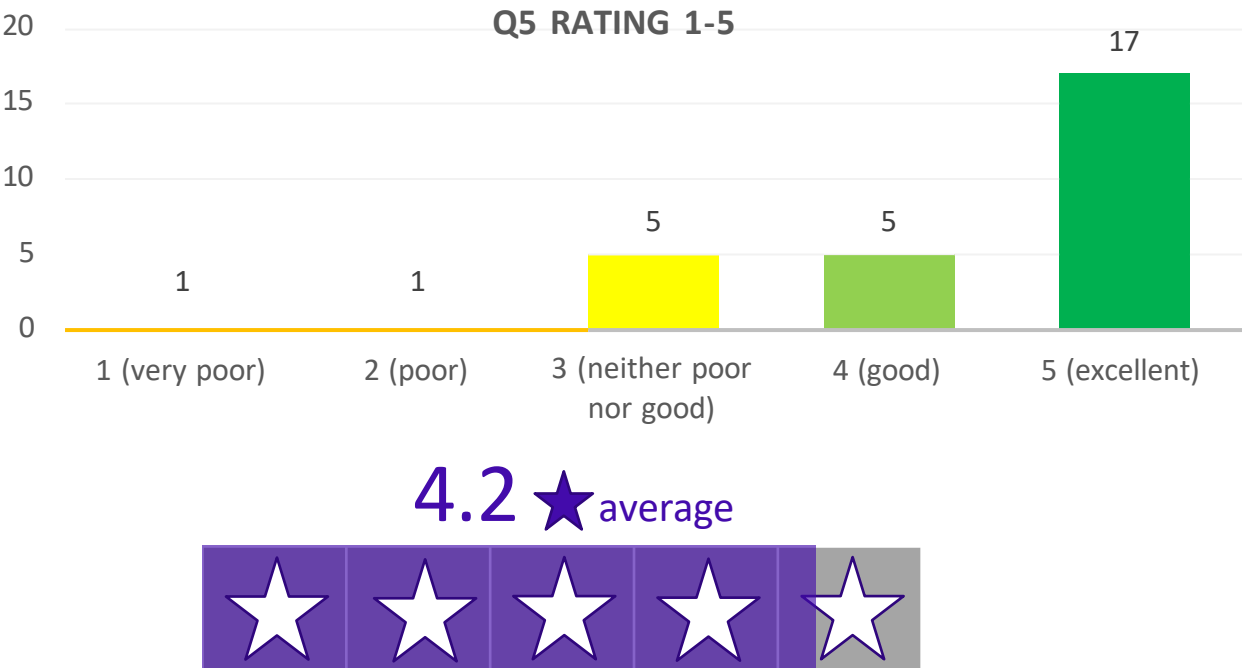
	SCDC	PCC	HDC	FDC	ECDS	CCC	LEP
NPS	0%	91%	100%	0%	100%	100%	38%
Responses	1	11	1	1	1	8	8

On a scale of 1-5: How would you rate our support developing your workforce / employment opportunities in CPCA?



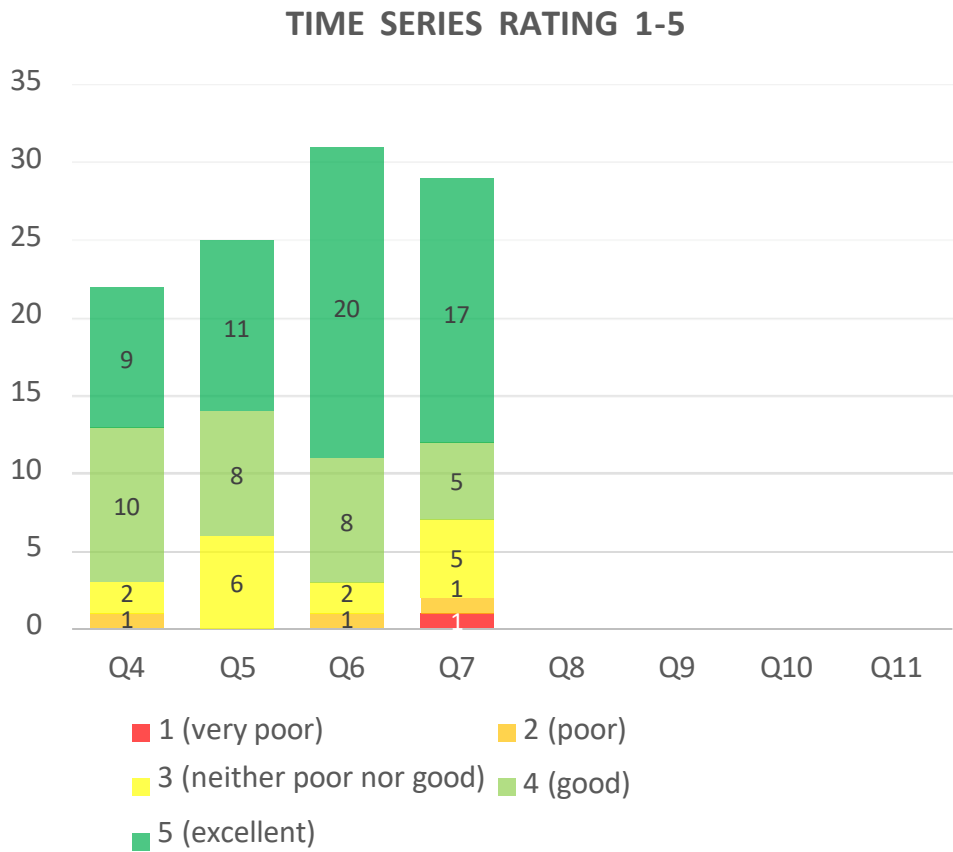
Quarter 7 Performance

- While 76% of responses rated good or excellent, it should be noted that as this is a mandatory question, so not everyone answering the question will have utilised the Skills service. Figures for the past 3 quarters were 90% (Q6), 76% (Q5) and 86% (Q4).



Performance by Quarter

- Over time the data presented here will highlight movement in the scores.



On a scale of 1-5: Did our service support meet your initial expectations from when you registered for support?



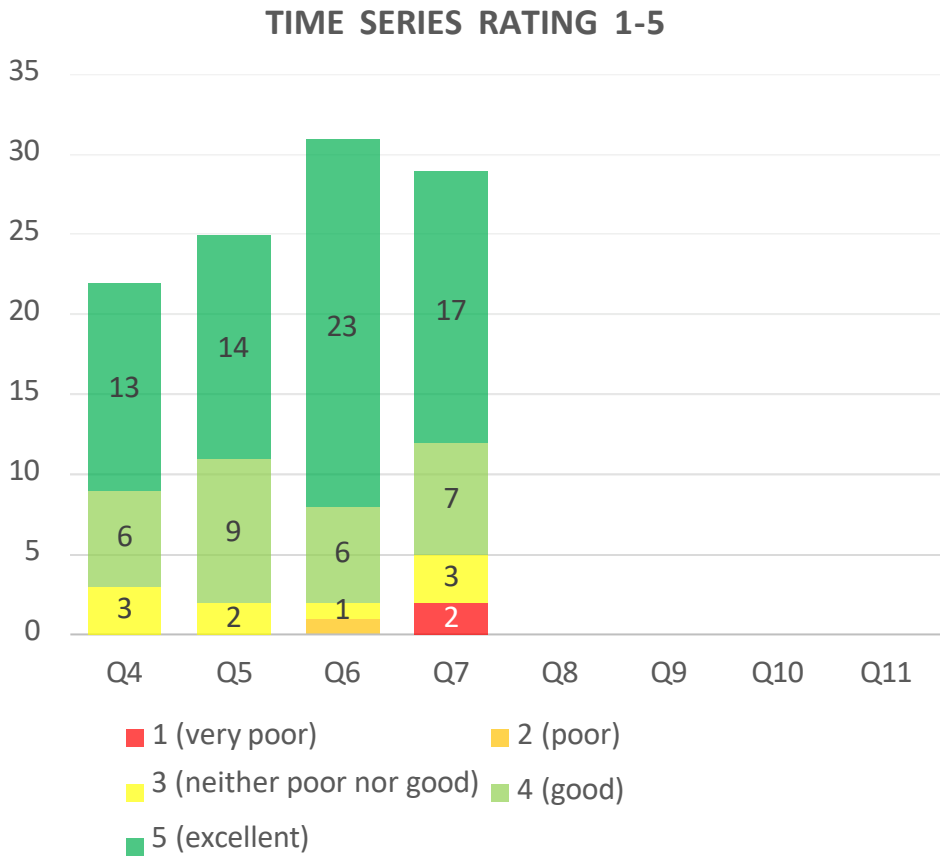
Quarter 7 Performance

- 83% of responders rated Growth Works as ‘good’ or ‘excellent’ in meeting their initial expectations. Figures for the past 3 quarters were 94% (Q6), 92% (Q5) and 86% (Q4).



Performance by Quarter

- Over time the data presented here will highlight movement in the scores.

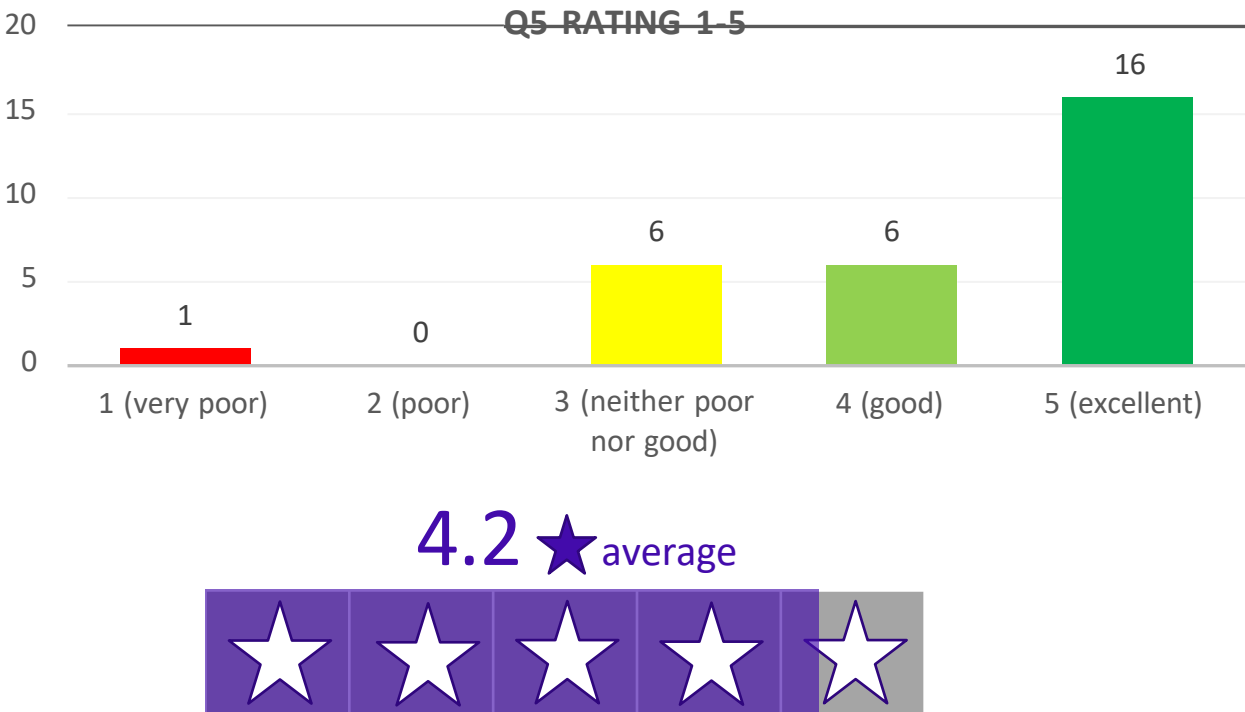


On a scale of 1-5: How would you rate the impact of our service in accelerating or expanding your business growth plans in CPCA?



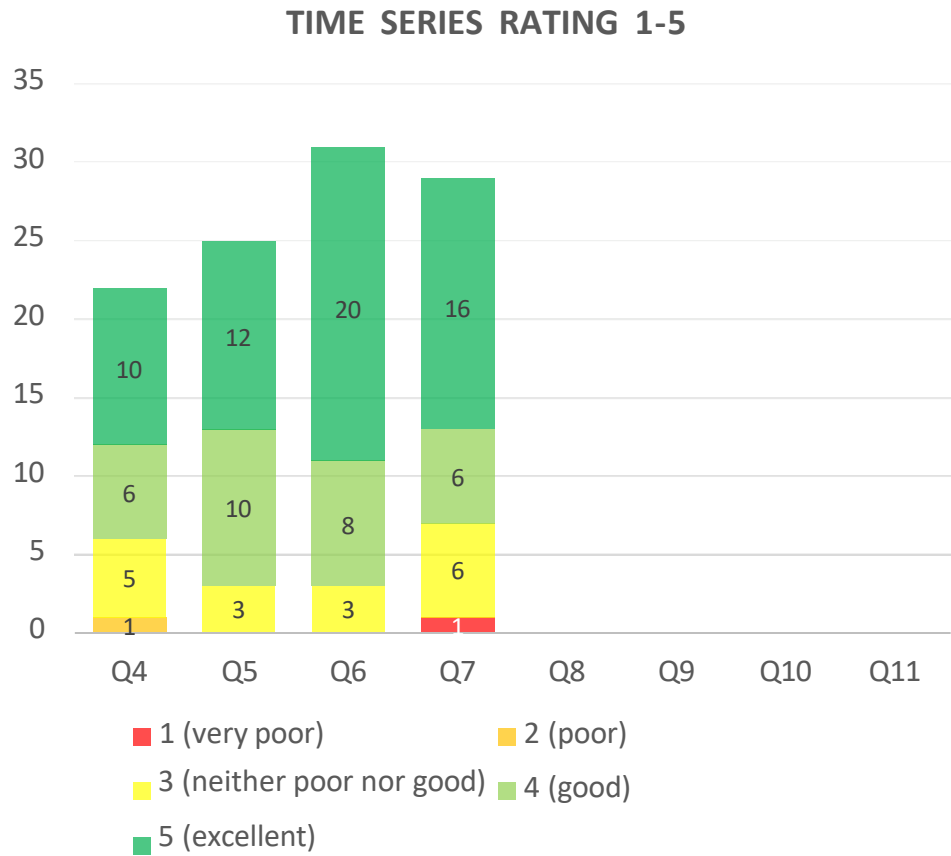
Quarter 7 Performance

- 76% of survey participants rated the impact of Growth Works in accelerating or expanding their growth plans as 'good' or 'excellent'. Figures for the past 3 quarters were 90% (Q6), 88% (Q5) and 73% (Q4).



Performance by Quarter

- Over time the data presented here will highlight movement in the scores.

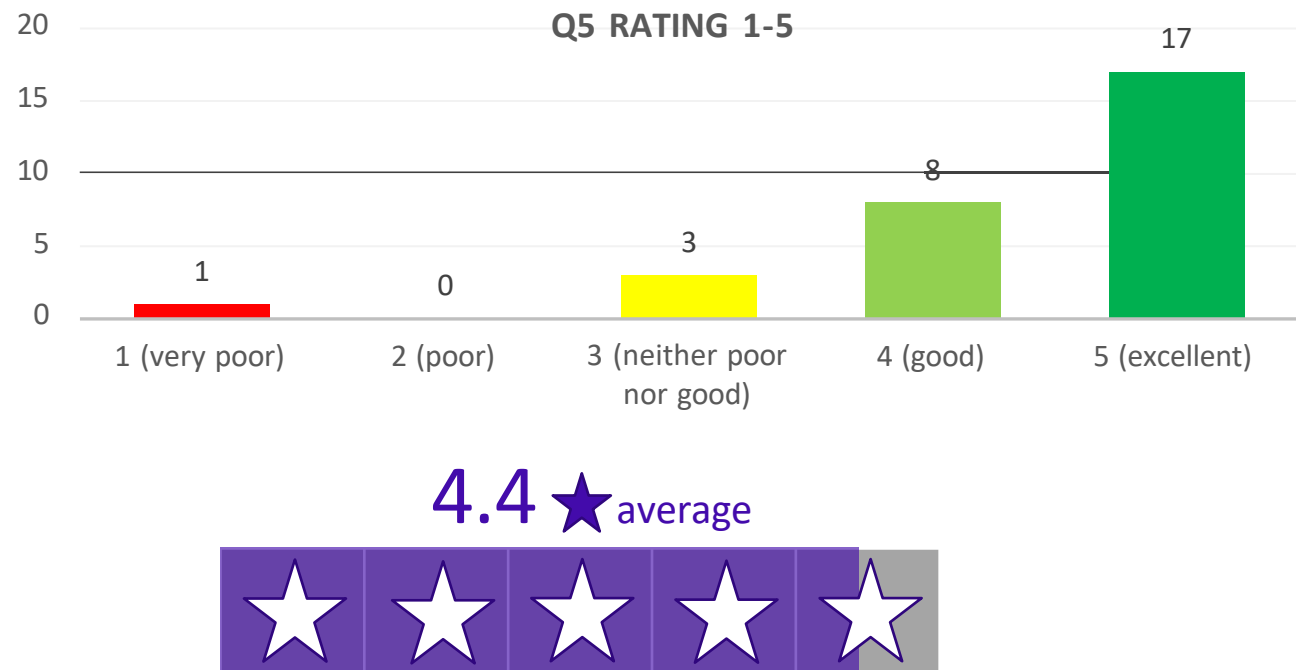


On a scale of 1-5: To what extent was the service a valuable investment of your time?



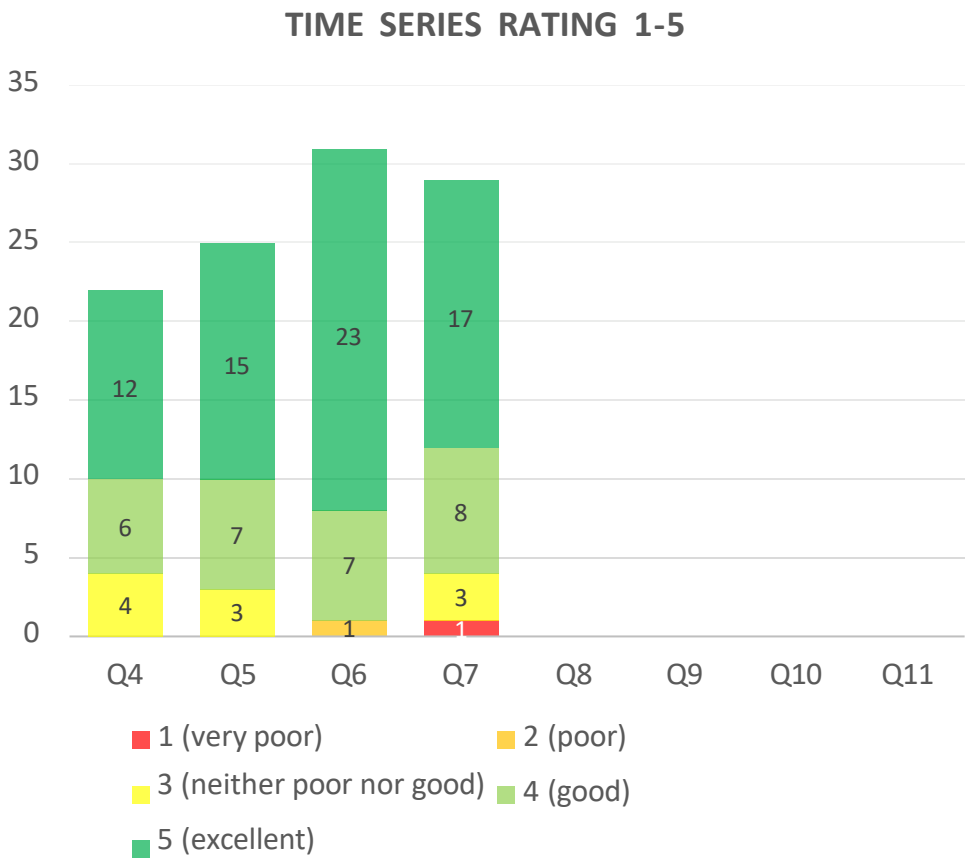
Quarter 7 Performance

- 86% of respondents rated their engagement with Growth Works as a ‘good’ or ‘excellent’ investment of their management time. Figures for the past 3 quarters were 97% (Q6), 88% (Q5) and 82% (Q4).



Performance by Quarter

- Over time the data presented here will highlight movement in the scores.



What works well

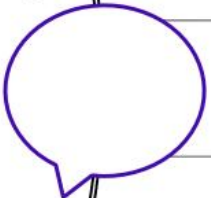
“



“The team at Growth works is really excellent and cooperative with their valuable time and suggestions.”



“Great experience and Greg is awesome. I need more opportunity to understand your initiatives.”



“I've got a job at Peterborough College now. Thank you 😊”

”



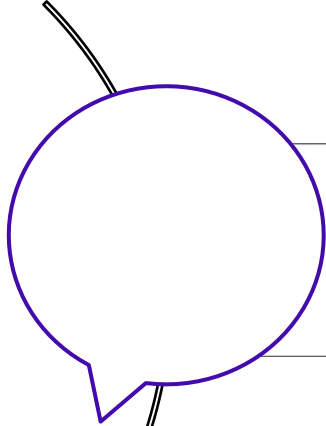
“Stephen Goddard has been an enormous help to us this year! He has offered us advice on funding, business development and marketing. We really appreciate him and the work he does - thank you!”



“Team and process very helpful.”

Improvements to the service

“

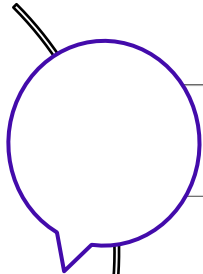


“I'm really still waiting to see if there is a benefit. We have a grant application in for 50/50 matched funding for a consultancy project, which will be great if we get but is taking longer than expected. The support with skills/training is really yet to emerge.”

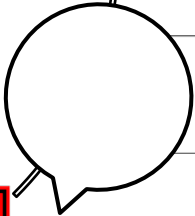
”

Complaints / concerns raised

“



“Application and obtaining funds an absolute nightmare.”



“Very Bad, you service only working for company already has good cash flow not for start up.”

”

Appendices

1. List of companies invited to participate in this quarter's survey.
2. Defining NPS and how the method calculates a score.
3. Survey questions and response options.

List of companies invited to participate in this quarter's survey

[illegible]

Defining NPS and how the method calculates a score



Net Promotor Score

- Net Promoter Score (NPS) is a widely accepted approach to gauging client and/or customer levels of satisfaction, but it is not a perfect methodology and it has its critics.
- In its purest form, NPS asks a single question, and in the context of the Growth Works / GrowthCo requirement, it has been determined as,
“On a scale of 0-10: How likely is it that you would recommend Growth Works to your friends, family, business associates or contacts for support, coaching and advice?”
- NPS asks the responders to rate on a scale of 0-10, where scores have the following values:
 - 0-6 = Detractor (would not promote you, many reasons possible)
 - 7-8 = Passive (indifferent, but not antagonistic either)
 - 9-10 = Promoter (will actively promote you to others)
- The NPS is calculated by subtracting the number of detractors from the number of promoters. It can be expressed as a whole number or a percentage and range from +/- 100.
- A positive NPS (above 0) is considered “good,” an NPS of 50-69 is considered “excellent,” and anything 70 and above is considered “world-class.” Based on global NPS standards, any score above can be interpreted to mean that the majority of the customer base selected to participate at a particular moment in time (the time of the survey) is more loyal.

Example NPS Calculation

- Company A surveys 2,000 clients and secures 1,500 responses.
- The scores are aggregated as follows:
 - 431 = Detractors ($341/1,500 = 28.73\%$)
 - 276 = Passive ($276/1,500 = 18.40\%$)
 - 793 = Promoter ($793/1,500 = 52.87\%$)
- The aggregated scores are converted:
 - 28.73% = Detractors ($431/1,500$)
 - 18.40% = Passive ($276/1,500$)
 - 52.87% = Promoters ($793/1,500$)
- The NPS is calculated as follows:
$$\begin{array}{r} 52.87\% \text{ (Promoters)} \\ -28.73\% \text{ (Detractors)} \\ \hline \text{NPS} = 24.14\% \text{ (Net Promoters)} \end{array}$$
- Passives are not factored into the NPS calculation.

Survey questions and response options



Q#	Question	Answer Options
1)	Full name	Text box
2)	Work email address	Text box
3)	On a scale of 0 (not at all likely) to 10 (extremely likely): How likely is it that you would recommend Growth Works to your friends, family, business associates or contacts for support, coaching and advice?	NPS method, where: A score of 0-6 = Detractor A score of 7-8 = Passive A score of 9-10 = Promoter
4)	Which of our services did you use?	Checkbox: Growth Coaching, Equity Growth Investment, Capital Expenditure Grants, Inward Investment/Locate Cambridge, Growth Works With Skills, Growth Hub, More than one service.
5)	Where is your business based?	Multiple choice: Cambridge, East Cambridgeshire, Fenland, Huntingdonshire, Peterborough, South Cambridgeshire, in the LEP but outside CPCA.
6)	On a scale of 1 (very poor) to 5 (excellent): How would you rate our support developing your workforce / employment opportunities in CPCA?	Star rating on a scale of 1-5 (1 = very poor to 5 = excellent)
7)	On a scale of 1 (very poor) to 5 (excellent): Did our service support meet your initial expectations from when you registered for support?	Star rating on a scale of 1-5 (1 = very poor to 5 = excellent)
8)	On a scale of 1 (very poor) to 5 (excellent): How would you rate the impact of our service in accelerating or expanding your business growth plans in CPCA?	Star rating on a scale of 1-5 (1 = very poor to 5 = excellent)
9)	On a scale of 1 (very poor) to 5 (excellent): To what extent was the service a valuable investment of your time?	Star rating on a scale of 1-5 (1 = very poor to 5 = excellent)
10)	Thank you for your feedback. If you have any other comments you would like to provide, please do so in the box provided.	Comments limited to 1,250 characters

Chris Doutney

Managing Director

Impact Advisory Ltd

cdoutney@impact-advisory.co.uk

www.impact-advisory.co.uk

+44 (0)7881 278717

