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Helping businesses start, grow, and prosper.



# Widener University



## Moneyball your Network: Data Analytics to Maximize Stakeholder ROI

ASBDC 2025 Conference

Lenin Agudo | Kevin Tacchino

September 4th, 2025

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**SBDC** next-gen SAP Lab

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# MONEYBALL YOUR NETWORK

*Data Analytics to Maximize Stakeholder ROI*



**80**

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**LENIN AGUDO**  
DIRECTOR  
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**08**

**SBDC**  
PENNSYLVANIA



**KEVIN TACCHINO**  
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# Trivia #1

*Moneyball the movie centers around which MLB team?*

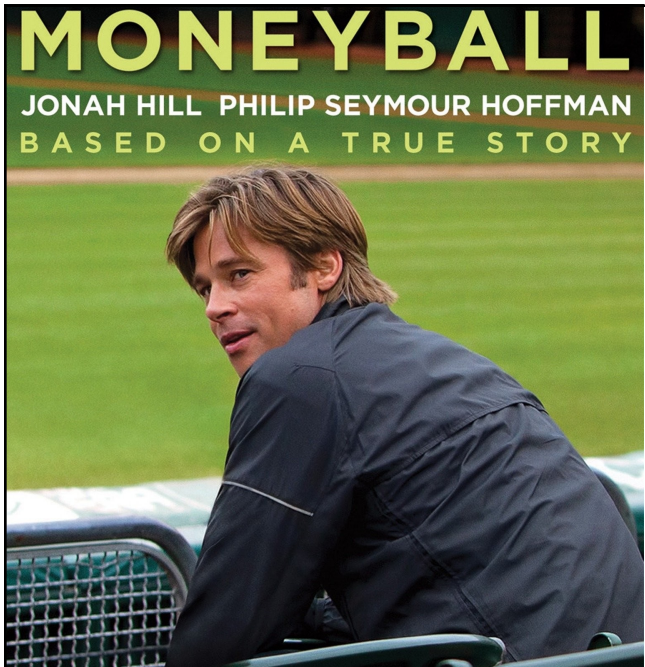


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1

**FOCUS ON SABERMETRICS**

The A's used statistical data to evaluate players

2

**UNDERVALUED ASSETS**

Sought out players who were undervalued by other teams due to perceived flaws

3

**BUDGETARY CONSTRAINTS**

Significantly smaller budget than rival teams, forcing them to be innovative in how they built their team

4

**IMPACT ON BASEBALL**

Greater emphasis on analytics and statistical analysis in team mgt



94%

Tomatometer  
273 Reviews



86%

Popcornmeter  
50,000+ Ratings


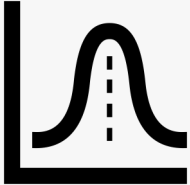

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# AGENDA

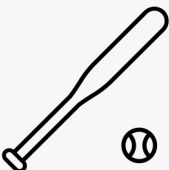
<p><b>How We Got Here</b></p>  <p style="background-color: #2e8b57; color: white; padding: 5px; border-radius: 10px; display: inline-block;">10 Minutes</p>	<p><b>One Number</b></p>  <p style="background-color: #2e8b57; color: white; padding: 5px; border-radius: 10px; display: inline-block;">30 Minutes</p>	<p><b>Moneyball Predictions</b></p>  <p style="background-color: #2e8b57; color: white; padding: 5px; border-radius: 10px; display: inline-block;">45 Minutes</p>
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# 1. HOW WE GOT HERE

**How We Got Here**



10 Minutes

1. Strategic Plan for Accreditation
2. Contracted Deliverables & Beyond
3. OTHER KPIs – HIGHER ROIs for Stakeholders
4. Come out stronger if changes made

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## MEASURING CENTER PERFORMANCE - BEYOND 4 SBA GOALS

No.	SBA Contracted Deliverables* + Center Minimum Deliverable Expectations	STATE Metrics (varies per region)	Economic Impacts & Outcomes related to clients:	Efforts, Expectations, & Deliverables related to Network / Partners / Funders / Staff	Power BI - Report	Training Events	Efficiency	Centers of Excellence Metrics
1	Clients Advised* (excluding training)	New Clients	New Jobs Created by Clients	SBA Client Award Nomination	Active Clients	Number of Training Programs	Response time to Client Request for Services	Various
2	New Business Starts*	Training Program attendees	Jobs Retained by Clients	Support PASBDC Strategic Plan Pillars	Capital Formation		Client wait time	
3	Capital Infusion Transactions*	Number of Counseling Sessions		Develop and Disseminate Best Practices: Growth Conference, ASBDC, etc	Clients Served	Training Program attendees	Client Queue	
4	Underserved - Clients Served*	Number of Training Programs		Participate in PASBDC Committees, Working Groups, Initiatives	Jobs Supported		Session Prep-to-Contact Ratio	
5	Legislative Letters	Training Program attendees	Legislative Letters	Identify & pursue diverse revenue sources (grants under \$500k, sponsorships, other local sources etc)	New Business Starts	Number of Training Programs	Client Satisfaction Survey Results	
6	Capital Infusion (tracked - not goal)	Number of Training Programs	Capital Infusion	Individual Staff Professional Development Plans (min. 40 hours annually)	Client wait time			
7	Counseling + Prep + Travel Hours (tracked - not goal)	Success Stories	Hours: Consulting + Prep + Travel	Engagement and Effort Contribution to Host Institution Initiatives	Client Queue	Events Completed Vs. Cancelled		
8				Legislative Outreach Visits	Events Completed Vs. Cancelled			
9				SBA + Funders special requests: recommending clients for press calls & special engagements, lender education, and community programming	Avg. No. Attendees			
10					Session Prep-to-Contact Ratio			
11					No. Unique Clients Counseled			
12					Client Satisfaction Survey Results			

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# KPI GAMING IN ACTION

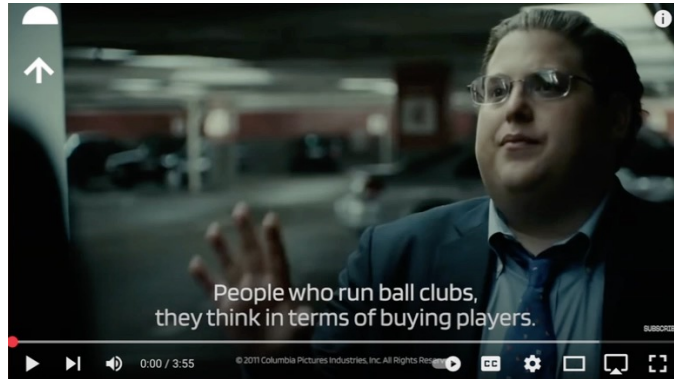


- 1** Hitting metrics doesn't always mean delivering value
- 2** Perception can be engineered, even if the process stays broken
- 3** Poorly designed KPIs lead to unintended behaviors  
KPI gaming is a symptom, not the problem
- 4** KPIs don't just measure performance – They Shape Behavior  
Start with better measurement design not just better enforcement.

*We say we are effective, and we often are if we only look at our SBA contracted metrics.*

*But are we living up to our potential?*

## DATA MEGARICH? HOW DO YOU USE IT?



### L1 REPORT PERFORMANCE

Milestone tracking; Measure your effort; Report but not manage

### L2 MANAGE PERFORMANCE

Master Manage Milestones; Plan, goaling, projecting future milestones; Consultant Performance

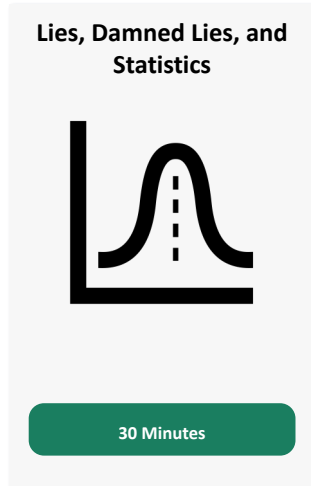
### L3 EXPLOIT PRESENCE & STRENGTHS

Manage for strengths vs. metrics. Understand Specialization of Your Network, Promote Best Practices

## What Type of Network are You?

- A. Level 1 – Report Performance
- B. Level 2 – Manage Performance
- C. Level 3 – Exploit Presence & Strengths

## GETTING THINGS DOWN TO 1 NUMBER



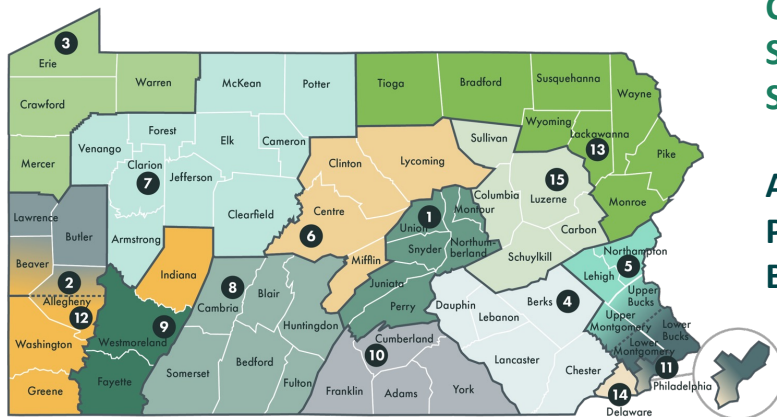
1. UNIQUE ATTRIBUTES OF THE PA SBDC
2. ONE NUMBER
3. PENETRATION RATES
4. KPIS MAPS – DECISION MAKING ENVIRONMENT

Can you name 1 or 2  
baseball stats

## SBDC MONEYBALL STATS

No.	SBDC Moneyball Stats	Baseball Stats (look a like)
1	PASBDC - State Penetration Rate	Team's Score
2	PASBDC County Penetration Rate	Team's Batting Average
3	Center In-Territory Penetration Rate	Weighted On-Base Average (wOBA)
4	Center Out-of-Territory Regionalization Score	Ultimate Zone Rating (UZR)
5	Expected ROI	Wins Above Replacement (WAR)

## PENNSYLVANIA SBDC NETWORK



**Counties** 67  
**SBDC Service Ctrs.** 15  
**SBA + STATE Funds** \$8.8 M

**Area (sq mi)** 46 K  
**Population (18-65)** 7.8 M  
**Biz <20 Employees** 1.1 M

### UNIQUE ATTRIBUTES OF PENNSYLVANIA

## FUNDING METHODOLOGY (2018-2024)

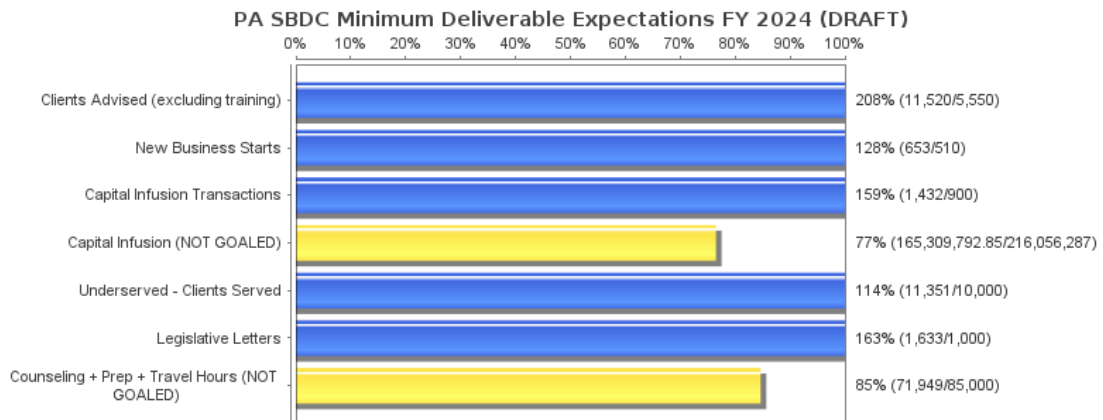
Category		Weight
Area*	46,000	10%
Population (18-65)	7,803,362	45%
Biz < 20 Employees	1,114,371	45%

- Centers in PA serve designated counties
- Funding is based on area served, pop. & no. of businesses per county.

## NETWORK SCORE CARD

### PA SBDC Minimum Deliverable Expectations FY 2024

Period: 10/1/2023 to 9/30/2024



# Trivia #2

Who is the current homerun leader in the 2025 MLB season?

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## CAL RALEIGH

Seattle Mariners

Cal Raleigh

Baseball catcher

Overview

Stats



Alika Jenner/Getty Images



### Recent game

5 Yesterday Final 6 Rays  
Mariners  
C. Raleigh stats: 5 AB, 1 Hits, 1 HR, 0.242 Avg

### Stats

SEA - 2025 season  
.242 Avg 51 HR 108 RBI 123 Hits



sports.yahoo.com

Cal Raleigh home run tracker: Mariners slugger becomes 1st...  
Cal Raleigh's historic 2025 season has seen him reach the 50-home run mark, t...  
16 hours ago

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## GETTING THINGS DOWN TO ONE NUMBER

## Penetration Study: What it Measures

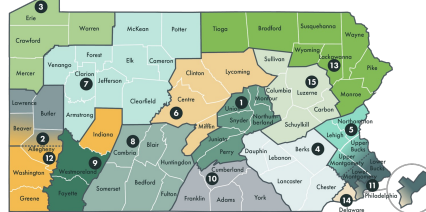
How well the PASBDC serves Pennsylvania & its counties, based on population size (18+) and No. Businesses

### PASBDC - STATE PENETRATION RATE

Measures the penetration rate of all 15 service centers in the state.

### PASBDC - COUNTY PENETRATION RATE

Measures the penetration rate of all service centers in each county.




### CENTER IN-TERRITORY PENETRATION RATE

Measures the penetration rate of individual centers within their contracted service counties.



### CENTER OUT-OF-TERRITORY REGIONALIZATION SCORE

Measures services provided by individual centers to clients outside of their contracted territories.



## PASBDC STATE PENETRATION RATE

How well is the Network Serving its Constituents?

### RUNS SCORED

#### DATA HIGHLIGHTS (FY 2020-2024)



Total Clients served	13,350
Penetration Score	3.07%
% of Population 18-65	0.24%
% of Biz <20 Emp	5.90%

- Helps understand PASBDC Visibility in the State
- Shows No. of Start ups / dreamers we reached given the total available pool
- Shows No. of established businesses we reached


Dashboard	
Average County Penetration Rate in 2024	3.07%
Standard deviation of County Penetration Rates in 2024	2.12%
High	11.16%
Low	0.59%
Average	3.07%

% of Population 18-65	0.24%	7,132,641	24 out of 1000 residents 18-65 have worked with an SBDC.
% of Total Businesses	5.90%	303,346	5.9 out of 100 businesses have worked with an SBDC

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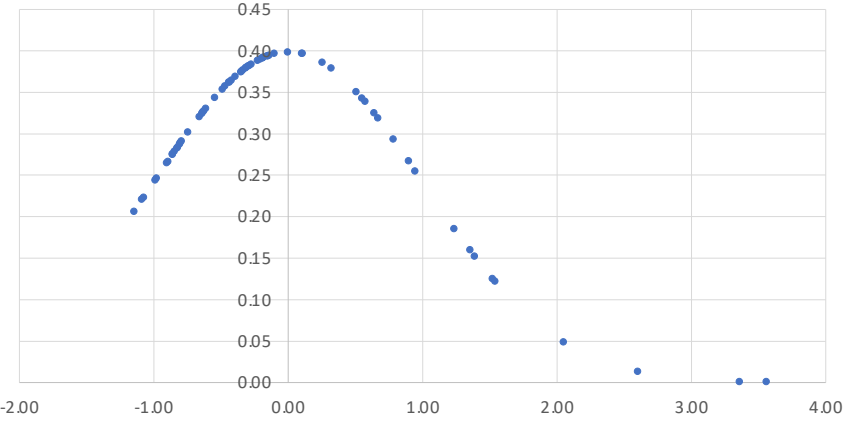


## PASBDC COUNTY PENETRATION RATE



Measures the penetration rate of all service centers in each county

- Shows counties in which Network is Strong & Weak
- Enables Development of Best Practice Models

5 Year Average Penetration Score



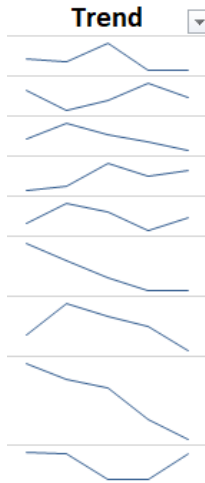
### TEAM BATTING AVERAGE

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## FINDINGS: COUNTY PENETRATION RATE

County Name	2020	2021	2022	2023	2024	5 Year Average	Z-Score
Clarion	12.23%	11.56%	15.76%	9.65%	9.48%	11.74%	3.56
Union	11.88%	9.66%	10.77%	12.82%	11.16%	11.26%	3.36
Jefferson	9.06%	14.15%	10.42%	8.29%	5.43%	9.47%	2.60
Sullivan	5.97%	6.64%	10.62%	8.30%	9.29%	8.16%	2.05
Cameron	5.49%	10.52%	8.24%	3.66%	6.86%	6.95%	1.54
Forest	11.35%	8.77%	6.19%	4.13%	4.13%	6.91%	1.52
McKean	5.87%	8.61%	7.44%	6.60%	4.47%	6.60%	1.39
Elk	7.85%	7.20%	6.91%	5.68%	4.92%	6.51%	1.35
Centre	6.79%	6.70%	5.50%	5.50%	6.72%	6.24%	1.24



- Broad Appeal Training Topics
- Unique Expertise: Taxes & Prototype Development

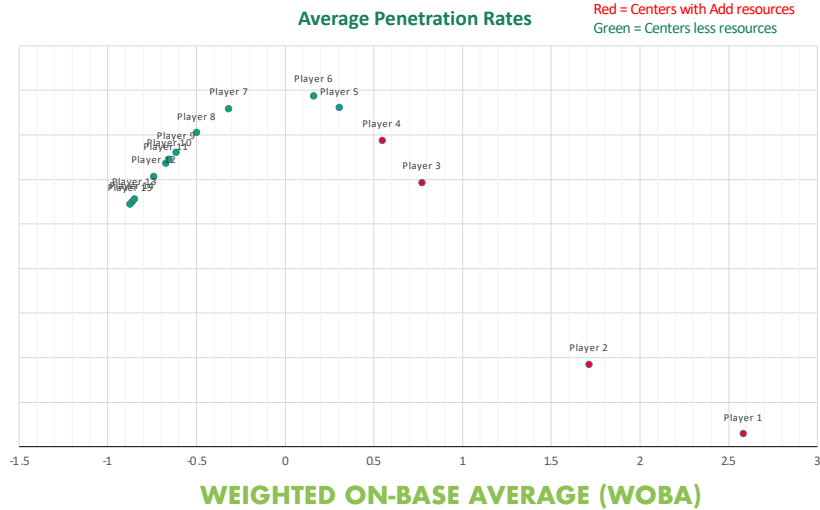
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## CENTER IN-TERRITORY PENETRATION RATE

Measures the penetration rate of individual centers within their contracted service counties.

- Identifies Which Centers Serve Their Assigned Territories Well
- Identifies Correlation b/t Funding Formula and Performance



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## FINDINGS: IN-TERRITORY PENTRATION RATE

- 1** Compare Center Contracted Performance; Statistically Similar
- 2** SBDCs – Best Kept Secret, influenced by School Branding
- 3** Individual Center Allocation of Resources



## OUT-OF-TERRITORY REGIONALIZATION SCORE

Which Centers Naturally Expand Beyond their Current Physical Territory?

1. Draw clients for counseling from outside their territory.
2. Host in person trainings that attract those outside of their territory.
3. Have a high percentage of total activity outside of their territory.
4. Strongly support counties that are not theirs.

	Weights	30%	5%	40%	25%	100%
Regionalization Rank	Center	Out of Territory Counseling	Out of Territory Attendees	Out of Territory %	County Support	Weighted Regionalization Score
5	Player 2	6.38	4.49	5.85	1.23	4.79
7	Player 12	2.19	10.00	4.39	3.05	3.68
14	Player 4	1.00	3.98	1.00	1.63	1.31
2	Player 13	4.67	7.36	7.42	6.60	6.39
8	Player 10	1.38	7.69	3.21	3.35	2.92
4	Player 3	4.40	4.26	8.95	1.90	5.59
9	Player 1	2.28	8.26	2.66	1.32	2.49
1	Player 14	10.00	10.00	6.06	5.16	7.21
11	Player 5	1.69	1.45	2.29	2.25	2.06
10	Player 9	1.35	2.13	2.19	3.32	2.22
15	Player 8	1.16	1.00	1.51	1.13	1.28
13	Player 15	1.41	0.83	3.30	1.00	2.03
6	Player 7	2.47	2.52	3.03	10.00	4.58
3	Player 11	3.70	6.79	10.00	3.15	6.24
12	Player 6	1.53	1.34	2.53	2.04	2.05

ULTIMATE ZONE RATING (UZR) (THANKS CHAT GPT)

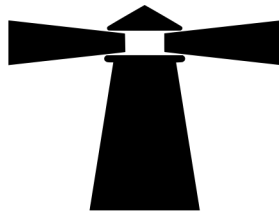
## FINDINGS: OUT-OF-TERRITORY REGIONALIZATION SCORE

Some Centers are Regional In Nature: Devote Resources to Network Performance

- 1. Centers Who are Regional at Have Opportunity to Further Network Goals
- 2. Identify Misalignment of Territories
- 3. With Realignment, we could see overall higher penetration scores for the state

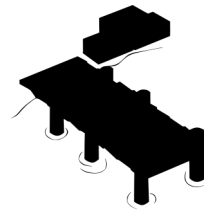
Player	In Territory Rank	Regionalization Rank
1	1	9
2	2	5
3	3	4
4	4	14
5	5	11
6	6	12
7	7	6
8	8	15
9	9	10
10	10	8
11	11	3
12	12	7
13	13	2
14	14	1
15	15	13
Correlation	-0.414560843	

## TWO TYPES OF CENTERS



Regional

- Broad Appeal Service Offerings
- “Multiplier Partnerships”



Specialized

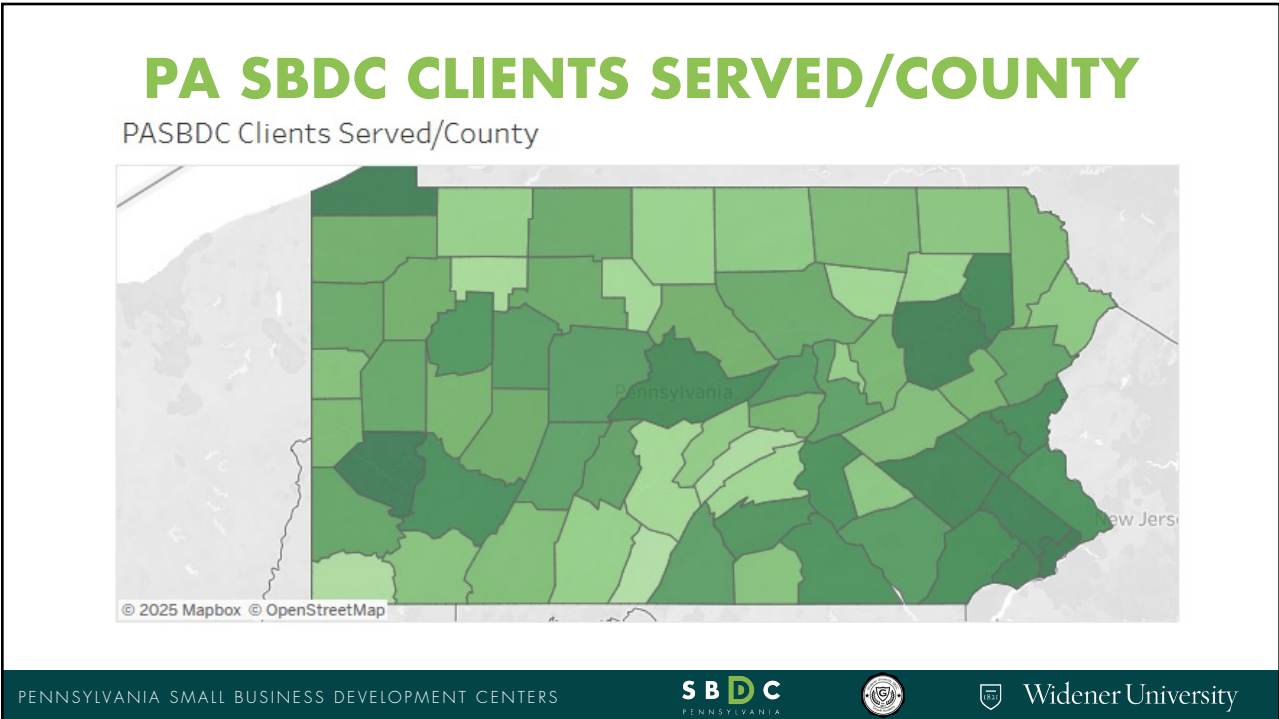
- Brand Appeal
- Unique Service Offerings

## OPENS UP LOTS OF POSIBILITIS

- 1** Centralization of Services
- 2** LO Core Responsibilities +++
- 3** Regionalization of Services
- 4** Territory Alignment
- 5** Shared Service Delivery

Is your center more specialized or regional?









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## Trivia #3

*What MLB mascot was ranked as the most Attractive in 2025?*



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## BAXTER

### Baxter the Diamondback

Arizona Diamondbacks



## MONEYBALL PREDICTIONS

### Moneyball Predictions



45 Minutes

1. WHAT ARE CONVERSATIONS YOU CAN HAVE
  1. ROI OF INDIVIDUAL CENTERS
  2. RAISE NETWORK PERFORMANCE – SUPERCONNECTOR
  3. BOTTLE UP CENTER BEST PRACTICES
  4. SHARE CONSULTANT BEST PRACTICES
  5. OTHER THINGS YOU CAN LEARN

## ENABLERS FOR DECISION MAKING

- Which Centers Take Most Phone Calls
- Which Centers Take Most Zoom Calls
- Which Consultants Spend Most Time with Clients
- Which program types yield best attendance (total)
- Which program types yield best attendance (rate)
- Which learning topics are most desired
- Which learning topics are least utilized
- Which partnerships drive the most client work
- Which centers are specialized in a small business topic
- Which centers are driving clients into your network funnel

## MONEY BALL EXAMPLES

Rank Your Center/Systems Moneyball

**DELIVERING WORKSHOPS**

AMERICA'S SBDC

**WORKSHOP EXPERT**

Rather than consulting with one client at a time, you prefer to knock many out with a workshop. Whether it be through Zoom, or in-person, you are the best at delivering those presentations. You ensure that everyone that comes to your presentation leaves with the knowledge they need to reach the next step.

Year	Workshops Delivered	Avg Attendees
2023	23	43
2024	16	57
Total	39	50

AMERICA'S SBDC

**FACE TO FACE CONSULTING**

AMERICA'S SBDC

**IN-PERSON PRO**

Keeping it old school. The best way to learn is through face to face interaction, and you know that. Whether you are driving miles across your county or meeting your client at the local center, you are ready to go.

Year	Clients Consulted In Person	Miles Drove
2022	35	112
2023	61	178
2024	54	156
Total	151	446

AMERICA'S SBDC

# SUPER-FACILITATOR PLAYBOOK

Every Team Needs One



The Chris Paul Effect

- Super-Facilitators are **architects** of optimal group performance.
- They generate **collective intelligence**, or a group’s ability to reason, innovate, and solve problems.

## PLAYBOOK

- Learn and play to each person’s strengths
- Communicate your belief in others
- Keep the ball moving

Every Team needs a Super Facilitator, Harvard Business Review, Sept 2025

# ROI

How will a dollar given to one center multiply its impact over another center?

- Y – Hat – To Predict Impact
- Actual Budget to Penetration Rate
- Actual Budget to Regionalization Score

Y Hat Calculator	
Slope	-1.76749E-08
Y Intercept	0.027467678
Correl	-0.217271362
Average	2.09%

$$\hat{y} = b_0 + b_1x$$

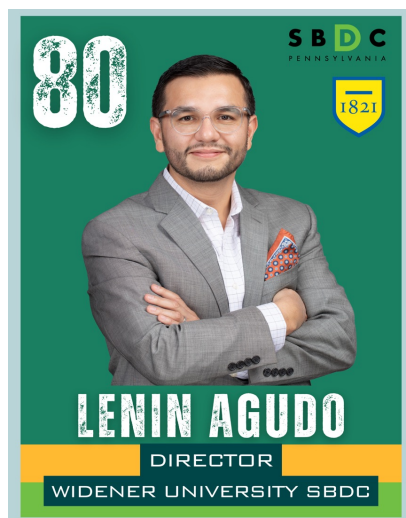
# WINS ABOVE REPLACEMENT (WAR)

## 10 TIPS TO MONEYBALL YOUR SYSTEM

1. Create a Data Team Focused on Pulling relevant System Info
2. Identify Unique attributes of your system
3. Define What a Successful System Should Accomplish
4. Access Data Produced by Your System
5. Clean/Adjust Data produced by your system – Make sure your data integrity policies are followed by all nodes of your system. Compensate
6. Create KPI Map
7. Use Data to tie to KPIs
8. Analyze KPIs and Search for Trends and Strengths within your System
9. Use Statistical Measures to Make Predictions
10. Make Decisions with your Data Environment

## MONEYBALL YOUR NETWORK

*Data Analytics to Maximize Stakeholder ROI*



**SCAN ME!**  
**ACCESS PRESENTATION MATERIALS**







**QR Code** **SCAN ME!**  
ACCESS PRESENTATION MATERIALS



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**THANK YOU!**



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