FEDERAL UNIVERSITY OF CAMPINA GRANDE
GRADUATE PROGRAM IN ADMINISTRATION

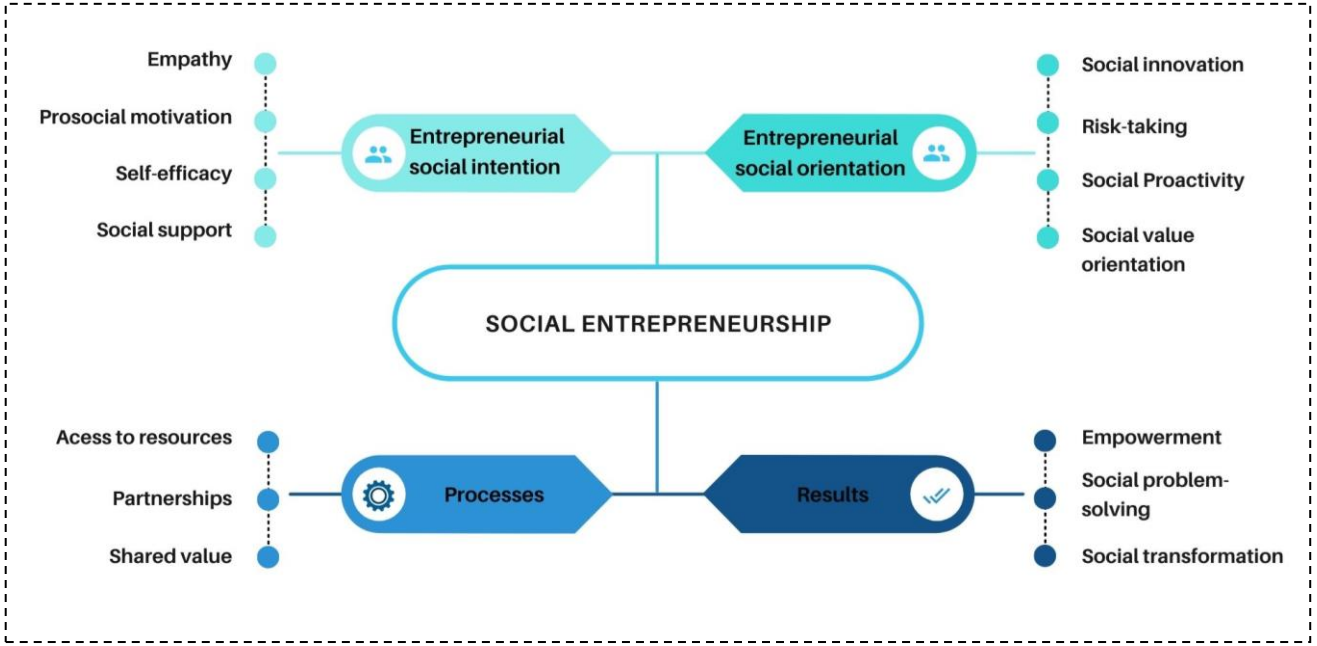
RESEARCH QUESTIONNAIRE - DELPHI METHOD
(Second round)

Dear Researcher _____, we thank you for your participation in the first stage of this Delphi study. And we would like to invite you to participate in the second round as well. In this phase, we present the consensus (on the dimensions and indicators of the measurement model of social entrepreneurship for developing countries) reached among experts. The form available below presents the indicators that reached a consensus greater than 80%. This means that the respondents granted a score of 5 or more (out of 7 in the Likert scale), indicating that those indicators should be included in the model. And we request you to decide whether such indicators should be included or not. In addition, the form also presents the indicators that did not reach consensus among the experts, and we would like to know your opinion regarding the inclusion or exclusion of these indicators to the model.

Feel free to make new comments. Finally, we kindly ask you to return the filled questionnaire by email.

The proposed model gathered elements of social entrepreneurship behavior, processes and results for developing countries' perspective (Figure 1).

Figure 1. Proposed measurement model of social entrepreneurship for developing countries



Prepared by the authors.

Dimension: Entrepreneurial social intention - *Evaluate the reasons or inspirations that lead an individual to act as a social entrepreneur.*

Empathy (E) **-** Sensitivity to other people's feelings /needs. **Indicators to be included:** (**1E**) I put myself at the disposal of people to understand their social needs, obstacles, and difficulties. (**2E**) I seek to find ways to meet the social demands of people. (**3E**) I sympathyze for vulnerable people facing social problems.				**Consensus level >80%**	☐ **Confirm the inclusion of all indicators** ☐**I do not agree with the inclusion of** **_____**
Code	**Indicators that reached a consensus level of less than 80%**	**Your reply**	**Group average**	**Consensus level**	**Decision**
4_E	I identify with my target audience.	5	5,4	74,2%	☐Include ☐Exclude
Prosocial motivation (M) **-** Motivation of an individual to help others in the pursuit of the common good. **Indicators to be included:** (**1PM**) I care to help others through my work. (**2 PM**) My personal beliefs and values contribute to my desire to benefit vulnerable individuals. (**3PM**) I seek to combat the causes of social problems to transform people's lives. **(4PSM)** My involvement in social entrepreneurship practices is a motivation to achieve self-realization. **(5PM)** I believe that promoting people's well-being through initiatives that involve social issues is a reason for personal satisfaction.				**Consensus level >80%**	☐**Confirm the inclusion of all indicators** ☐**I do not agree with the inclusion of _____**
Self-eeficacy (S) **-** Perception of the social entrepreneur on her/his ability to achieve the intended goals. **Indicators to be included: (1SE)** I believe I have the necessary skills to be a social entrepreneur. **(2SE)** I trust in my ability to use effectively the available resources for the proper operation of the social enterprise. (**3SE)** I stay committed to achieve the enterprise's social mission, even facing challenging circumstances at first.				**Consensus level >80%**	☐**Confirm the inclusion of all indicators** ☐**I do not agree with the inclusion of _____**
Social support (SS) **-** Trust and cooperation as a result of a set of social relationships. **Indicators to be included: (1SS)** I try to get support from my social contacts to enable the operationalization of my social enterprise. **(3SS)** My good reputation contributes to gain the trust of supporters and partners. **(4SS)** I believe it is important to have a wide network of contacts that can contribute to the development of my social enterprise.				**Consensus level >80%**	☐**Confirm the inclusion of all indicators** ☐**I do not agree with the inclusion of _____**
Code	**Indicators that reached a consensus level of less than 80%**	**Your reply**	**Group average**	**Consensus level**	**Decision**
2_SS	I receive help from different segments of society for my social enterprise.	5	5,4	77,4%	☐Include ☐Exclude
Additional comments:					

<table>
<tr><td colspan="6"><u>Dimension:</u> Entrepreneurial social orientation - Evaluate characteristic features and drivers of Social Entrepreneurship.</td></tr>
<tr><td colspan="4"><u>Social innovation (SI)</u> - Ability to innovate socially.

Indicators to be included: (1SI) I am always willing to develop innovative ideas/solutions based on social needs. (2SI) I offer innovative products and / or services with the purpose of promoting beneficial changes in society. (3SI) I keep aware of information about my business area. (4SI) My creative use of resources aims to generate social value (impact and transformation in society).</td><td>Consensus level >80%</td><td>☐Confirm the inclusion of all indicators

☐I do not agree with the inclusion of _____</td></tr>
<tr><td colspan="4"><u>Social risk-taking (SRT)</u> - Level of risk they are willing to take in order to achieve their social mission.

Indicators to be included: (1SRT) Even with uncertain outcomes, I am willing to spend effort and/or invest resources to solve social problems. (2SRT) I believe that it is necessary to act boldly in order to achieve a social purpose. (3SRT) I tend to act courageously in situations where risk is involved. (4SRT) I admit taking risks by getting involved in initiatives with potential social-related outcomes.</td><td>Consensus level >80%</td><td>☐Confirm the inclusion of all indicators

☐I do not agree with the inclusion of _____</td></tr>
<tr><td colspan="4"><u>Social proactivity (SP)</u> - Orientation to explore opportunities as well as initiate and maintain actions that generate social benefits.

Indicators to be included: (1SP) I see opportunities where others only see social problems. (2SP) Usually, in situations that requires social changes, I act in advance when possible. (4SP) I start projects instead of waiting for someone else to do it. (5SP) I define and explore opportunities with the purpose of generating social value (impact and transformation in society).</td><td>Consensus level >80%</td><td>☐Confirm the inclusion of all indicators

☐I do not agree with the inclusion of _____</td></tr>
<tr><td>Code</td><td>Indicators that reached a consensus level of less than 80%</td><td>Your reply</td><td>Group average</td><td>Consensus level</td><td>Decision</td></tr>
<tr><td>3_SP</td><td>I am able to predict social problems before others.</td><td>5</td><td>5,0</td><td>67,7%</td><td>☐Include ☐Exclude</td></tr>
<tr><td colspan="4"><u>Social value orientation (SVO)</u> - Degree to which an entrepreneur focuses on creating social value.

Indicators to be included: (1SVO) I perform my activities with enthusiasm and commitment aiming at creating social value (impact and transformation in society). (2SVO) I focus on incorporate social value in addition to economic value. (3SVO) I commit myself to social and collective interests. (4SVO) I take decisions rather aiming collective than only personal benefits.</td><td>Consensus level >80%</td><td>☐Confirm the inclusion of all indicators

☐I do not agree with the inclusion of _____</td></tr>
<tr><td colspan="6">Additional comments:</td></tr>
</table>

Dimension: Results - *Check elements related to the development and implementation of a social enterprise.*

***Access to resources* (AR) -** Verify some issues related to the development and implementation of a social enterprise.

Indicators to be included: (5AR) It is important for social enterprises to have access to relevant information about the context in which they carry out their activities. **(6AR)** Social capital is associated with confidence, values, and beliefs that individuals share, expressing coordinated actions in favor of a common objective. It is possible that this is a relevant phenomenon for the operationalization of the social enterprise.

Consensus level >80%

☐Confirm the inclusion of all indicators

☐I do not agree with the inclusion of _____

Code	Indicators that reached a consensus level of less than 80%	Your reply	Group average	Consensus level	Decision
1_AR	It is possible to attract investors to an organization that aims to solve social problems.	3	5,5	71,0%	☐Include ☐Exclude
2_AR	Social enterprises attract volunteer workers.	3	5,3	74,2%	☐Include ☐Exclude
3_AR	The main source of financial support for the social enterprise comes from donations from third parties.	4	4,0	41,9%	☐Include ☐Exclude
4_AR	Government agencies promote social enterprises.	5	4,2	45,2%	☐Include ☐Exclude

***Partnerships (P)* -** Interorganizational and/or interpersonal arrangements which aim to promote benefits for the social enterprise.

Indicators to be included: (P1) New ideas, activities and services for the social enterprise come from the interaction with the community (in which the social enterprise operates**).**

Consensus level >80%

☐Confirm the inclusion of all indicators

☐ I do not agree with the inclusion of _____

Code	Indicators that reached a consensus level of less than 80%	Your reply	Group average	Consensus level	Decision
2_P	The region has business incubators or accelerators that provide assistance to social enterprises.	6	5,0	61,3%	☐Include ☐Exclude
3_P	The government facilitates the development of social entrepreneurship through appropriate support structures and policy making.	6	4,4	45,2%	☐Include ☐Exclude
4_P	It is possible to obtain support from the private sector through innovations to meet the enterprise's social purpose.	4	5,0	58,1%	☐Include ☐Exclude
5_P	Universities in the region partner through educational (training and research) programs on social entrepreneurship-related topics.	3	4,9	54,8%	☐Include ☐Exclude

***Shared value generation (GVC)* -** Ability to identify and amplify the interaction between social and economic progress.

Indicators to be included: (1GVC) Social entrepreneurship uses co-creation techniques, that is, it allows the engagement and active interaction of the beneficiaries, from the conception phase of the product and/or service to its consumption. **(2GVC)** The social enterprise promotes social benefits linked to the economic gains in order to guarantee

Consensus level >80%

☐Confirm the inclusion of all indicators

☐I do not agree with the inclusion of _____

its sustainability**. (3GVC)** The social entrepreneurship management meets the demands, interests and social expectations of the beneficiaries, creating shared value for those involved.		
Additional comments:		

Dimension: Results - *Verify the effects of social entrepreneurial activity.*

Social empowerment (SE) **–** Enabling individuals in society to take control through capacity building.

(None of the indicators reached a consensus).

Code	Indicators that reached a consensus level of less than 80%	Your reply	Group average	Consensus level	Decision
1_SE	Social entrepreneurial activities enable community participation, and by that tackle the social problems which the community faces.	5	5,7	74,2%	☐Include ☐Exclude
2_SE	The social enterprise decisions are taken collectively considering the opinion of its beneficiaries.	5	5,0	71,0%	☐Include ☐Exclude
3_SE	Training is available in order to improve its beneficiaries' skills.	3	5,4	67,7%	☐Include ☐Exclude
4_SE	The social enterprise develops projects that aim to guarantee the autonomy of individuals facing social and economic vulnerability.	4	5,6	77,4%	☐Include ☐Exclude

Social problem-solving (SPS) **-** Development of solutions for social, economic and environmental problems.

Indicators to be included: (2SPS) Products and/or services that satisfy social needs (not met by conventional means, markets or governments) are developed. **(3SPS)** The social entrepreneurial activity aims to overcome social problems, such as poverty, inequality, lack of access to education, health system and technology, and environmental issues.

Consensus level >80%

☐Confirm the inclusion of all indicators

☐I do not agree with the inclusion of _____

Code	Indicators that reached a consensus level of less than 80%	Your reply	Group average	Consensus level	Decision
1_SPS	Strategies are adopted to ensure the spread the proposed solutions as well as to adapt these solutions to different contexts.	4	5,5	77,4%	☐Include ☐Exclude

Social transformation (ST) - Promotion of a culture that values human development through inclusion, equity and justice principles.

Indicators to be included: (1ST) Social entrepreneurship seeks to meet the specific social needs of the context in which it operates. **(2ST)** Social entrepreneurship helps to promote local development. **(3ST)** Social entrepreneurship aims to promote equity and social justice. **(4ST)** Social entrepreneurship aims to generate employment and income for groups with little or no inclusion in the labor market. **(5ST)** The social entrepreneurship-related activities provide the inclusion of vulnerable individuals in the production and consumption chain.

Consensus level >80%

☐Confirm the inclusion of all indicators

☐I do not agree with the inclusion of _____

Additional comments:

In this space, if you consider it appropriate, record the observations and/or suggestions about the model and its indicators.
Your contribution will be very useful.

The final results of the research will be sent to you in due course.
Thank you!