



President Chain Store Corporation

# What Time Is It ? Café

Social Return on Investment (SROI)  
Evaluation Report

# SOCIAL VALUE

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## INTERNATIONAL

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## What Time Is It? Café

published on 18/03/2021, satisfies the requirements of the assurance process.

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Signed

Mr Ben Carpenter  
Chief Executive Officer  
Social Value International



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## **Acknowledgement**

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## Table of Contents

<b>Table of Contents .....</b>	<b>I</b>
<b>Summary .....</b>	<b>II</b>
<b>Chapter 1 What Time Is It? Café .....</b>	<b>1</b>
Section 1 Background.....	1
Section 2 Scope and Targets .....	2
<b>Chapter 2 Research Methodology.....</b>	<b>5</b>
Section 1 Research Methodology .....	5
Section 2 Risk assessment .....	7
<b>Chapter 3 SROI Evaluation and Analysis.....</b>	<b>10</b>
Section 1 Stakeholder Involvement .....	10
Section 2 Inputs and Outputs .....	24
Section 3 Assessing the Outcomes .....	26
<b>Chapter 4 SROI Calculation.....</b>	<b>70</b>
Section 1 Present Value of outcome .....	70
Section 2 Sensitivity Analysis .....	74
Section 3 Verifying Results.....	76
<b>Chapter 5 Conclusion .....</b>	<b>77</b>
<b>Appendix 1 References .....</b>	<b>83</b>
<b>Appendix 2 Engagement Outline and Questionnaire.....</b>	<b>85</b>
<b>Appendix 3 List of Outcome Indicators .....</b>	<b>90</b>
<b>Appendix 4 List of Financial Proxies .....</b>	<b>104</b>
<b>Appendix 5 Impact map .....</b>	<b>111</b>

## Summary

### Project Target

"What Time Is It? Café" strengthens President Chain Store Corporation's (PCSC) image of being a friendly company that supports the underprivileged, and responds to the United Nations (UN) Sustainable Development Goal 3 (SDG3) Good Health and Well-being. PCSC hopes to create a friendly space for an innovative caretaking model that makes daily life a part of rehabilitation, and create a social demonstration platform that removes the label and stigma of dementia.

### Research Methodology

This study uses social return on investment (SROI) to conduct evaluation research and measurement. The research and analysis framework of this report follows "A Guide to Social Return on Investment" (2012 revised edition, or "a Guide to SROI" for short) published by the government of the UK, which serves as the framework for analyzing the project's social impact. The process strictly abides by the six stages and seven principles of the SROI methodology.

### Scope of Study

PCSC and Sister of Our Lady of China Catholic Charity Social Welfare Foundation (hereinafter referred to as the "Catholic Charity Foundation") jointly implemented a project between July 1, 2017 and December 31, 2019 to evaluate the eight "What Time Is It? Cafés" that have opened in Taiwan.

### Research Results

After analyzing each phase of engagement in the study, "What Time Is It? Cafés" have created the equivalent of NT\$4.61 in social value for every NT\$1 invested. The sensitivity analysis placed the result between NT\$3.22 and NT\$5.51.

The project targeted elderly people with dementia, who are the most directly impacted stakeholders and accounted for 36% of the total value of all project outcomes, in which the most valuable outcome was "Delaying the progression of dementia." Even though regular customers are indirect stakeholders, they accounted for 23% of the total value of all project outcomes, the second highest. This was mainly due to the large population. Furthermore, "increased dementia literacy," the only outcome among regular customers, was a common outcome among stakeholders and ranked second among all outcomes. This corresponds to the project's goal to increase dementia literacy among the general public. The top two outcomes and their corresponding stakeholders show that the activity indeed help slow the progression of dementia and create a community environment that is friendly to people with dementia.

# Chapter 1 What Time Is It? Café

## Section 1 Background

Taiwan's aging index<sup>1</sup> surpassed 100 in 2017, sounding the alarm regarding its aging population, and making dementia a relevant issue to many people. According to statistics compiled by the Ministry of Health and Welfare<sup>2</sup>, the prevalence rate of dementia among elderly people in Taiwan who are 65 years or older is approximately 3.4%; 1 out of every 12 people is an elderly person with dementia; 1 out of every 5 elderly people who are 80 years or older has dementia. The prevalence rate of dementia increases with age, doubling every 5 years, showing that dementia prevention and care demands immediate action. However, surveys show<sup>3</sup> that the general public does not correctly understand dementia and lacks awareness towards the condition. Coupled with the fact that there is clearly insufficient service capacity for dementia patients and caretakers in Taiwan, society not being able to understand, find, show concern for, and take care of dementia patients has become an urgent issue.

In the light of this, President Chain Store Corporation (PCSC) understands that the trend towards an aged society is irreversible, and thus learns from experience of Memory Café in Europe and Alzheimer's Café in Japan<sup>4</sup>. By combining the advantages of its widespread locations, diversified products, and services for the needs of public welfare target groups to construct a community integrated care system. PCSC began working together with the Catholic charity Foundation in 2017 and introduced the first "What Time Is It? Café," which makes convenience stores a safe place for elderly people with dementia to engage in daily reablement activities, providing citizens with the best brick-and-mortar classroom that is friendly to people with dementia.

This project responds to SDG3 "Good Health and Well-being" and strengthens PCSC's image of being a friendly company that supports the underprivileged. The hope is to increase customer satisfaction and loyalty to its convenience stores, allow issues of concern and business profits to complement each other, and achieve sustainable operation. The primary goals are as follows:

- **Create a friendly space for an innovative caretaking model that makes daily life a part of rehabilitation**

Dementia is currently incurable, and patients can only rely on non-

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<sup>1</sup> Population aged 65 and above / Population under the age of 15 x 100

<sup>2</sup> Taiwan Alzheimer Disease Association (2019). Dementia Prevention and Care Policy and Action Plan 2.0. Epidemiological survey on dementia that Taiwan Alzheimer Disease Association was commissioned by the Ministry of Health and Welfare (MOHW) to conduct. Taipei City: Ministry of Health and Welfare.

<sup>3</sup> Chiang Chi-Wen and Lin Ya-Feng (2017). Whether medical and care measures for people with dementia appropriate and complete. Retrieved from [https://www.cy.gov.tw/News\\_Content.aspx?n=124&sms=8912&s=12947](https://www.cy.gov.tw/News_Content.aspx?n=124&sms=8912&s=12947) on October 26, 2020

<sup>4</sup> AnkeCare (2018). Constructing a safety net for community life: the development and innovation of Japanese care cafes. Retrieved from <https://www.ankecare.com/2017/4597> on October 26, 2020

pharmacological treatment to slow its progression. Related studies<sup>5</sup> have shown that participation in community activities helps slow the progression of dementia. PCSC thus provides opportunities for elderly people with dementia to physically maintain exchanges and interactions with people in a friendly and familiar environment. This allows them to maximize their potential and live with dignity, while giving caretakers some breathing space.

■ **Become a social demonstration platform that does not allow people to be stigmatized or labeled by dementia**

Many people today view dementia as an inevitable result of normal aging, and have thus overlooked the importance of seeking medical attention. This lack of understanding towards dementia makes it easy to give patients a bad name or cause them to be discriminated against. PCSC works together with charities to give the public an opportunity to learn about the elderly people in their communities with dementia and how they live, and to duplicate the experience in other counties and cities.

**Section 2 Scope and Targets**

- I. Scope of evaluation: The 8 “What Time Is It? Cafés” around Taiwan are as follows:

Location	Collaborating organization	Date of opening
1. <b>Xindayeh Store in Chiayi City</b>	Sister of Our Lady of China Catholic Charity Social Welfare Foundation	July 2017
2. <b>Jiabei Store in Chiayi City</b>	Sister of Our Lady of China Catholic Charity Social Welfare Foundation	September 2017
3. <b>Kexue Store in Hsinchu City</b>	Old Five Old Foundation	April 2019
4. <b>Qinghe Store in Taichung City</b>	True Love Social Welfare and Charity Foundation	May 2019
5. <b>Yongda Store in Pingtung City</b>	Bjorgaas Social Welfare Foundation	May 2019
6. <b>Weixiong Store in Kaohsiung City</b>	Guo Wu Li-Chu Social Welfare Charity Foundation	May 2019

<sup>5</sup> Please refer to Appendix 1, References 4 & 5 for details.



Location	Collaborating organization	Date of opening
7. <b>Beixiong Store in Chiayi County</b>	Sister of Our Lady of China Catholic Charity Social Welfare Foundation	August 2019
8. <b>Jingjia Store in Taipei City</b>	Hondao Senior Citizen's Welfare Foundation	August 2019

II. Time period: From July 1, 2017 to December 31, 2019.

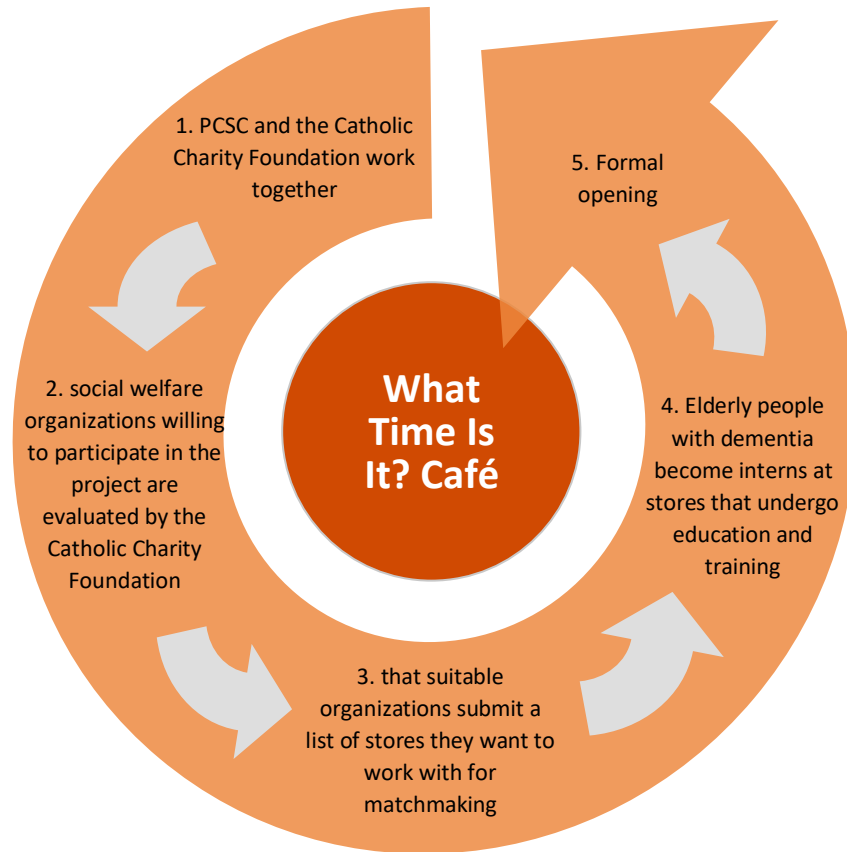
III. Purpose of analysis: To continue to examine if the mechanisms of “What Time Is It? Café” can effectively slow the progression of dementia and create a friendly store environment, the SROI methodology was implemented in hopes of collecting stakeholder feedback in the evaluate process, and further understand the actual benefits of the activity and the direction to optimize. This will also improve the reliability of data disclosures for project promotion and communication.

IV. Explanation of the activity contents and process:

1. PCSC has worked with the Catholic Charity Foundation for many years to serve people with dementia, and opened two “What Time Is It? Cafés” in Chiayi. Elderly people with dementia were invited to serve as senior interns, in which they learned how to serve customers and perform simple tasks, such as making coffee, in the stores one hour a week. This provides them with more opportunities to have social interactions.
2. Social welfare organizations willing to take part in this model actively contacted the Catholic Charity Foundation or PCSC. The Catholic Charity Foundation then evaluated their suitability and provided recommendations, in a supporting role, for selecting elderly people and stores.
3. After the social welfare organizations discussed with the Catholic Charity Foundation, they submitted a list of nearby stores they wish to work together with, and PCSC asked the store managers about their willingness.
4. After successful matchmaking with a store, the Catholic Charity Foundation and the social welfare organizations would assist in holding a workshop and training, so that store employees would understand the condition of dementia and the key points to note when leading elderly people around the store. Store managers of stores that are participating in “What Time Is It? Café” were then invited to share their experience with new stores. After repeating the internship model 3-4 times, “What Time Is It? Café” was formally opened.



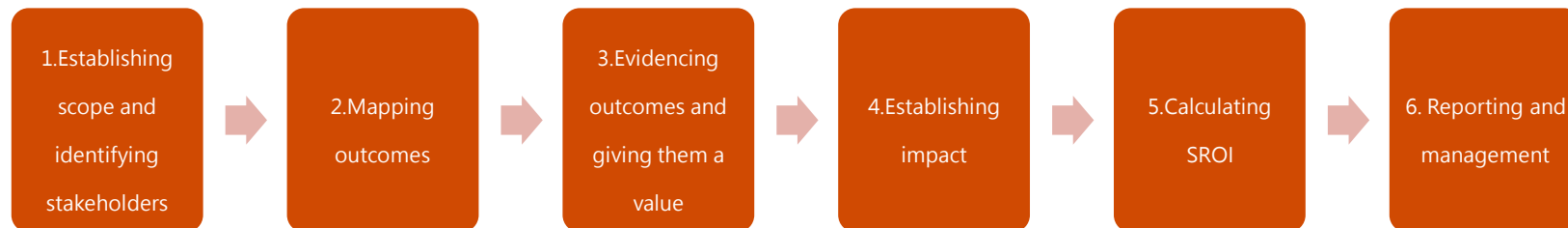
5. Elderly people with dementia stayed in the stores for one hour at a fixed time each week, and worked as a senior intern, providing customers with simple services, such as greeting customers, arranging things, operating the cash register, and making coffee, with other store employees at their side.



## Chapter 2 Research Methodology

### Section 1 Research Methodology

This study used the SROI methodology to perform research and evaluation. SROI is developed and promoted by the UK Cabinet Office's Office of the Third Sector. SROI is intended to weigh and evaluate the tangible and intangible impacts and changes that businesses and organizations have in terms of social, environmental, economic and other aspects. Finally, via the return on investment (ROI) method, SROI clarifies the cause-and-effect relationships between overall inputs and outcomes. The analysis process is divided into six major stages:



In order to make our results more complete and objective, and prevent SROI from being misunderstood as merely a game of numbers, the seven principles<sup>6</sup> of the SROI guide must be rigorously adhered to during this SROI analysis process:

- 1 Involve stakeholders
- 2 Understand what changes
- 3 Value the things that matter
- 4 Only include what is material
- 5 Do not over-claim
- 6 Be transparent
- 7 Verify the result

Among the seven principles, the most important and most unique is stakeholder engagement. SROI emphasizes a bottom-up method of collecting information. Through interviews and questionnaire surveys, there is direct interaction with the stakeholders, which allows understanding the stakeholders' thoughts and feelings. This, in turn, allows gaining a grasp of the activity's true implementation effects, and from this, discovering room for improvement, to achieve the administrative goals and expand the company's social impact.

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<sup>6</sup> Refer to 《A Guide to Social Return on Investment (2012)》

## Section 2 Risk assessment

Under the SROI framework, we value abstract, narrative or non-quantitative indicators. Some parameters in the process are derived from literature or the subjective perception of stakeholders, and the assumed variables are used as adjusting factors (such as deadweight and drop-off). This is not a traditional model of predictive financial analysis. Therefore, we used the seven principles of SROI in analyzing risks that were relatively likely for this project, and described how we lowered these risks to a tolerable level through our professional judgment and corresponding methods.

SROI Principles	Risk Description	Potential Impact on the SROI	Response Method
1. Involve stakeholders	<ol style="list-style-type: none"> <li>1. The stakeholders were scattered around Taiwan and hard to engage. The family members of some elderly people were also old and not adept at using electronic products, so it was hard to obtain their opinions.</li> <li>2. Some stores suspended the activity due to COVID-19 when the assessment was conducted, so it was hard to directly reach customers at each store.</li> </ol>	SROI ratio overestimation or underestimation	<ul style="list-style-type: none"> <li>● Different stakeholders were extensively engaged through a variety of channels, including face-to-face interviews, telephone interviews, and questionnaires administered online (including questionnaires sent via URL and QR code that could be accessed on PCs, tablet PCs, and smart phones) and on paper.</li> <li>● The engagement time in each phase was lengthened until no new responses were received during interviews and effective questionnaires reached the desired confidence level. We only proceeded to the next phase of engagement after ensuring that the amount of information collected was sufficient for analysis.</li> </ul>
2. Understand what changes	<ol style="list-style-type: none"> <li>1. Limited by their illness, elderly people with dementia could not clearly and fully express how they felt.</li> <li>2. The operation period of each store is different, and the changes in stakeholders may have been affected by the duration of participation.</li> </ol>	SROI ratio overestimation or underestimation	<ul style="list-style-type: none"> <li>● Social workers, care attendants, and family members who had the most frequent contact and interact with elderly people with dementia answered questions on their behalf. In addition, referring to the literature on dementia, the results of existing questionnaires distributed by Catholic Charity Foundation during the activity assessment period, and considered stakeholders' observations of elderly people, in order to gain a complete understanding and verify any potential changes and outcomes of elderly people with dementia,</li> </ul>

SROI Principles	Risk Description	Potential Impact on the SROI	Response Method
			<p>supplementing and adjusting the chain of events.</p> <ul style="list-style-type: none"> <li>● Different lengths of participation in the activity were designed in the questionnaire, in order to analyze whether or not it affected the outcome incidence.</li> </ul>
3. Value the things that matter	<ol style="list-style-type: none"> <li>1. A small number of stakeholders used perceptual thinking in the valuation of outcomes, and easily gave a very high value.</li> <li>2. Due to age and salary differences among the same type of stakeholders, there were greater fluctuations in their valuation of matters.</li> </ol>	SROI ratio overestimation or underestimation	<ul style="list-style-type: none"> <li>● Stakeholders were asked about similar experiences during the interview, and after referencing market prices and research reports, 3-6 price ranges and an open-ended option were designed in the questionnaire in order to reduce the gap in financial proxies.</li> <li>● To prevent stakeholders from being too subjective in their valuation of outcomes, we calculated the weighted average of questionnaire survey results, and then used different opinions gathered in the interviews for sensitivity analysis.</li> </ul>
4. Only include what is material	<ol style="list-style-type: none"> <li>1. Stakeholders considered that all outcomes were important.</li> <li>2. The importance of some outcomes was not positively correlated with valuation results.</li> </ol>	SROI rate overestimation	<ul style="list-style-type: none"> <li>● In the questionnaire, we designed a threshold to include only outcome with weighted average degree of change higher than 50% level to ensure we included what is material. We built a consensus with stakeholders through a three-phase engagement process, and did not solely rely on any single result.</li> <li>● The materiality of each outcome was rated on a scale of 1-10 points. If the average score, after rounding, was 5 points or above, then the outcome was deemed to be important to the stakeholder, and the outcome was included in calculations.</li> </ul>
5. Do not over-claim	<ol style="list-style-type: none"> <li>1. Taking care of people with dementia is a difficult task, so some stakeholders believed that the activity greatly contributed</li> </ol>	SROI rate overestimation	<ul style="list-style-type: none"> <li>● Due to the characteristics of dementia, it is hard for elderly people to maintain their outcomes after only a short period of participation. Considering the observations and perception of stakeholders, elderly</li> </ul>

SROI Principles	Risk Description	Potential Impact on the SROI	Response Method
	<p>to elderly people and society, and the effectiveness of participation could easily be overestimated.</p> <p>2. Convenience stores are open 24/7 and reach an extensive number of customers, so it was possible that people not directly related to the activity would be included in calculations.</p>		<p>people with dementia must have participated in activity at least 10 times to be included in the assessment.</p> <ul style="list-style-type: none"> <li>● The average number of customers at each store when elderly people are at work was used to make a conservative estimate of the consumer population.</li> <li>● We calculated total value based on the weighted average results from questionnaire survey, and then a sensitivity analysis was conducted on the parameters of the different voices heard during engagement.</li> </ul>
6. Be transparent	Complete information on the impact map cannot be fully presented in the main text due to constraint of pages.	Report readers may misunderstand	The information provided in the impact map is completely conveyed within key sections and excerpted to present in the appendix of the report.
7. Verify the result	Due to limits on research resources and time, not all of the stakeholders in the study could be invited to participate in the final result confirmation.	SROI ratio overestimation or underestimation	Through the three phases of engagement, interviews and statistical results were verified to match the actual experience of participants, complemented by relevant literature and discussion with PCSC and social welfare organizations, we confirmed that there is not too much deviation from the calculations of parameters. Sensitivity analysis was also conducted for potential results.

Based on the reasons above, the SROI rate calculated for this report should not be compared with that of other projects. Apart from the SROI outcomes, we should also disclose the SROI report in a responsible manner and explain the outcomes as well as the processes of calculation and derivation. It is also necessary to list the various assumptions and sensitivity analysis used in the process. It is hoped that the users of the report will be able to understand this project and its social value with the complete information provided, from which the basis for activity management and maximizing social value and other decisions can be derived.

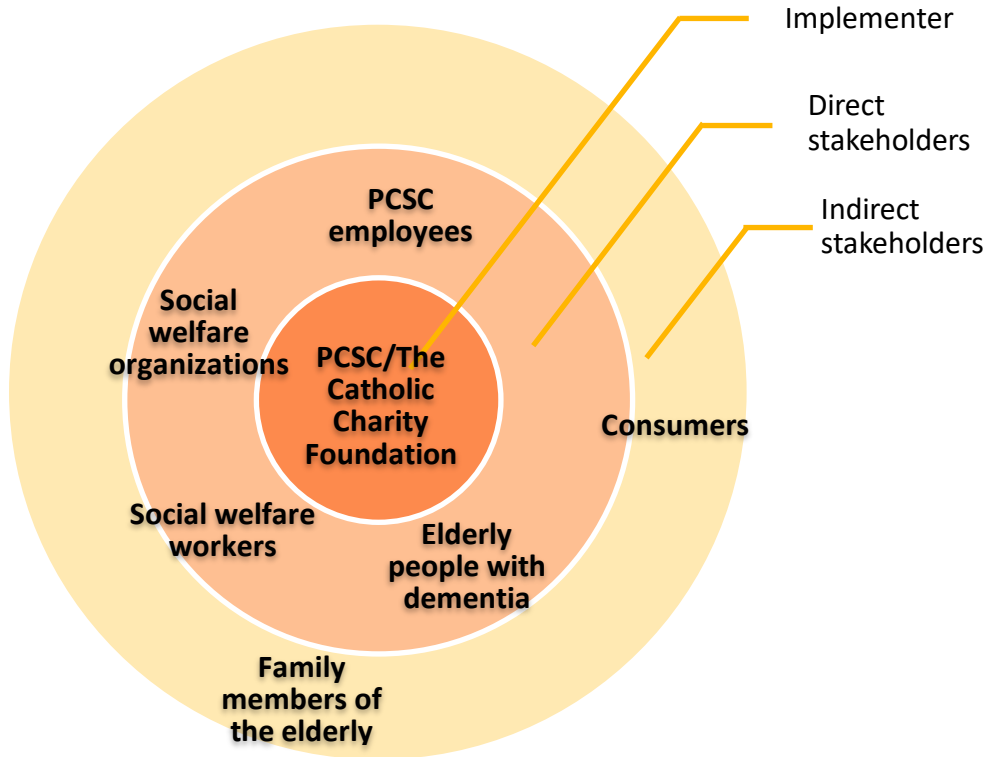
## Chapter 3 SROI Evaluation and Analysis

To identify key stakeholders effectively, we obtained a good understanding of and confirmed the stakeholders that were included in this evaluation through identification, engagement and clarification.

### Section 1 Stakeholder Involvement

#### I. Stakeholder Identification and Scope

We did initial identification of all people that might have reached, impact or been affected by this project, and determined their role based on the PCSC’s project goal and activity process. And according to the impact of the activity on the stakeholders, we divided these potential stakeholders into three levels, namely 1. implementer, 2. those directly reached/affected, and 3. subjects that were indirectly reached/affected, as described below:



Stakeholders	Impact category	Description
President Chain Store Corporation	Implementer	PCSC implemented the charity project and is the main investor of resources. Worked together with the Catholic Charity Foundation in establishing “What Time Is It? Café” in 8 directly operated stores around Taiwan,

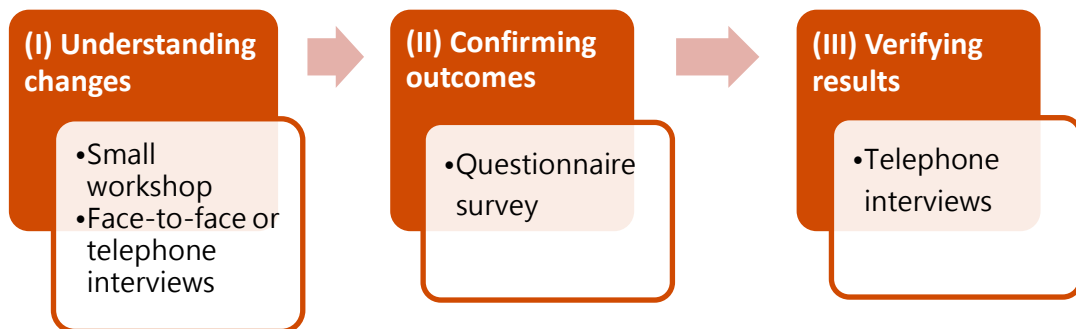


Stakeholders	Impact category	Description
		providing a place for elderly people with dementia to become interns.
Sister of Our Lady of China Catholic Charity Social Welfare Foundation	Implementer	The Catholic Charity Foundation played multiple roles in this project. First, it was the main implementer that allowed elderly dementia patients under its care to participate in the activity. Second, it served as a bridge between PCSC and other social welfare organizations, and was responsible for evaluating social welfare organizations that were willing to cooperate. It also organized workshops and training in a supporting role, and shared its previous experience with new stores participating in the project.
PCSC employees	Direct stakeholders	Members of the project team at the PCSC's headquarters were responsible for integrating and for making management decisions. The store managers and employees of the 8 stores were the most directly impacted as they kept elderly people with dementia company and assist them in the process of activity.
Social welfare organizations	Direct stakeholders	The 5 charities that care for dementia patients and joined this project selected elderly people with dementia suitable for participating in the activity, so that they could become interns in the stores they were successfully matched with. Those organizations were the main providers of manpower and a portion of the funds.
Social welfare workers	Direct stakeholders	Administrative personnel of each social welfare organization responsible for contact and arrangements for the activity, and all social workers and care attendants on the front line who accompanied elderly people with dementia during their internship in stores.

Stakeholders	Impact category	Description
Elderly people with dementia	Direct stakeholders	This project targeted elderly people with dementia in social welfare organizations who have the ability to become interns in stores.
Family members of the elderly	Indirect stakeholders	The main caretakers of elderly people with dementia did not accompany them during the activity, but may have popped up at the store when they had free time to show their support. They were mainly due to the elderly people being influenced by the changes they underwent during the activity.
Consumers <sup>7</sup>	Indirect stakeholders	All Customers who have visited the stores with “What Time Is It? Café.”

## II. Stakeholder Engagement

To understand the scope of project’s impact, we referenced the SROI standards, SROI certification report, dementia related surveys and research literature to design the interview outline and questionnaire. We mainly engage with each stakeholder group through three phases to understand and verify outcomes. Please see Appendix 2 for the detailed interview outline and questionnaire.



In the interview process, we mainly used a semi-structured method for discussion with stakeholders, constantly asking stakeholders questions such as, “What happened next?” “Who participated?” “What changes did you experience?” We then used a chain of events to describe the causality between the many changes and deduced the final outcome. The questionnaire took into consideration the basic information and length of participation of stakeholders, and also uses an open-ended option to gather more comprehensive feedback,

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<sup>7</sup> In this preliminary inventory of stakeholders, it is all consumers, the scope of this group will be limit to regular customers only in the subsequent engagement.

investigating whether or not there were different degree of changes in outcomes due to background differences.

Next, we asked open-ended questions to reconfirm with stakeholders whether any changes or impacts had been left out. In the process, we conducted exchanges with interviewees in multiple ways to thereby ensure that we understood all possibilities.

The confirmation of the negative outcomes has also been engagement many times. In the first phase of the interview, we asked social welfare workers, PCSC employees, family members of the elderly and regular customers whether they would have any negative feelings or negative effects on their organization after participating or coming in contact the activity. Almost all the stakeholders said that this project has made a positive contribution to the society. Only a few of the stakeholders mentioned that they would increase a little work burden or were misunderstood as using the elderly in marketing at the beginning. Based on this feedback, we reviewed relevant research literature and publicly reported information<sup>8</sup> from the perspective of bystanders, and found that if caregivers themselves have other roles and tasks, they may indeed be overstrained or easily stressed; but for organizations, domestic studies<sup>9</sup> have found although private social welfare organizations rely on financial sponsorship from the government and enterprises, they will not lose their autonomy. On the contrary, it is conducive to the development of the organization, and enterprises can also enhance their public image, so there are no significant adverse effects. Therefore, in the second phase of the questionnaire, we design indicators to investigate whether social welfare workers and PCSC employees will have the burden of work and how much the amount of their feel, and provide open-ended questions for stakeholders to fill in whether there are other potential negatives outcomes, but no additional information was collected. Finally, with the statistical results of the questionnaire, we conducted interviews with stakeholders again in the third phase to verify that only certain sub groups would feel the pressure of work more obvious, and no other negative outcomes have been put forward during the discussion process. Please refer to the following section 3 " Assessing the Outcomes" for the summary of the chain of events and the calculation of the outcome ratio.

The number of stakeholders engaged in each phase were as follows:

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<sup>8</sup> Please refer to Appendix 1, References 6 & 7 for details.

<sup>9</sup> Weng Hui-Yuan (2009). Social welfare agencies use corporate resources and challenges. *Community development journal quarterly*, 126, 34-39.

Stakeholder		Phase 1 Understanding changes	Phase 2 Confirming outcomes		Phase 3 Verifyin g results	Total per phase	
Category	Total populati on/unit	No. of persons interviewed	Expected samples	Valid questionnaires	No. of persons engaged	(person- times)	
President Chain Store Corporation		1 <sup>10</sup>	Answered and verified by PCSC employees, social welfare workers, family members of the elderly, and regular customers on behalf of the elderly with dementia			NA	
Sister of Our Lady of China Catholic Charity Social Welfare Foundation		1 <sup>11</sup>	Answered and verified by the social welfare workers			NA	
PCSC employees	Management position of headquarters	12	3	11	11	2	14
	Convenience store employees	32	2	22	32	2	34
Social welfare organizations		5 <sup>12</sup>	Answered and verified by the social welfare workers			NA	
Social welfare workers	Administrative personnel	26	2	19	23	2	27
	Social workers	10	4	9	10	2	16

<sup>10</sup> This is a unit, representing 1 company

<sup>11</sup> This is a unit, representing 1 foundation

<sup>12</sup> This is a unit, representing 5 charities that care for dementia patients

Stakeholder		Phase 1 Understanding changes	Phase 2 Confirming outcomes		Phase 3 Verifyin g results	Total per phase
Category	Total populati on/unit	No. of persons interviewed	Expected samples	Valid questionnaires	No. of persons engaged	(person- times)
Care attendants	13	7	11	13	2	22
Elderly people with dementia	26	2	Answered and verified by social workers, care attendants and family members of the elderly			2
Family members of the elderly	38	2	28	29	2	33
Regular customers	355	1	44	164	2	167

In the above table, the proportion of engagement with elderly people with dementia accounted only 8% of the population. The reason is that during the first phase of the interview, we found that due to illness, elderly people with dementia have poor understanding and cannot express themselves smoothly, they can only answer their opinion with single word or yes or no. Even if social welfare workers are guiding them, we still cannot smoothly explore the elderly's thoughts and feelings. In this situation of difficulty in communication, according to the SROI standards and guidance, we tried to find other people who could talk on behalf of that elderly people with dementia. After discussing with the Catholic Charity Foundation, because social workers, administrative personnel and family members have interacted with elderly people with dementia almost every day, they can answer relevant questions through their daily observation and care experience around the elders in the most true and reasonable way. However, we may not be able to accurately determine whether the final outcomes and related calculation parameters are different from their own feelings since elderly people with dementia did not participate in the second and third phases of the engagement. Therefore, in addition to referring to the foundation's existing questionnaires results, synthesizing the opinions of this three types of stakeholders are summarized in the chain of events, the weighted average statistical questionnaire results, and third-party literature is also sought for evidence, and the financial proxies and adjusting factors that have some room for discussion are testing in sensitivity analysis, so as to

improve the integrity of the data as much as possible and avoid the risk of misstatement.

The methods and implementation process adopted at each phase of the engagement are described as follows:

(I) Phase 1: Understanding changes

1. Small workshop: We invited “What Time Is It? Café” project team members of PCSC and the Catholic Charity Foundation, and quickly learned about the original intentions of the activity, operating mode, current performance, and future vision through two small workshops. We determined the actual input resources and outputs situations, learned about all potential stakeholders, and planned the most suitable engagement method for each group.
2. Face-to-face or telephone interviews: To understand the overall changes and impacts on stakeholders, and ensure that we did not determine results based on preconceived concepts, we enlisted the assistance of two implementation teams in randomly selecting interviewees from each group for 30-60 minute one-to-one semi-structured in-depth interviews. During this process, we learned extensively about the background of stakeholders, their reason for participating in or coming in contact with the activity, and their true feelings and observations. We also comprehensively collected information on the potential impacts until no more new feedback could be obtained. We only moved on to the next engagement phase after confirming that the collected information was saturated. We also found many similar changes among stakeholders of different genders, ages, and length of participation that can be summarized, and there was no significant difference in the outcomes.

(II) Phase 2: Confirming outcomes

Questionnaire survey: We lay the ground work of questionnaires according to all relevant outcomes determined after interviews and literature review in phase one. PCSC and stakeholders assisted in ensuring the correctness and completeness of contents, and then the questionnaires were distributed to all stakeholders within the scope of evaluation. Due to the characteristics of dementia, some elderly people were unable to respond to the questionnaire, so social workers, care attendants, and family members who had the most frequent contact with them answered the relevant questions on their behalf. In the questionnaire, apart from using indicators to verify if there were any differences in the behavior or changes of stakeholders from different backgrounds, open-ended questions were also used to cover various situations and different opinions, in order to treat the analysis results with greater rigor. To ensure the quality of questionnaires and representativeness of samples, the questionnaire for each type of

stakeholder was required to reach a confidence level of 90% or above, and margin of error had to be within 10%. Finally, we calculated the weighted average of questionnaire results as the basis for calculating the impact map.

(III) Phase 3: Verifying results

Telephone interviews: For management position at headquarters, convenience store employees, and regular customers, we were assisted by PCSC and once again randomly selected stakeholders for discussions. The company’s outcomes were verified by senior executives. The Charity Social Foundation randomly sampled social welfare workers and family members of elderly people, and invited representative subjects in the group who were willing to share their experience. We conducted telephone interviews to verify the survey results and literature gathered in the first two phases of engagement, including their own experience or their observations and understanding of elderly people with dementia and organizations, and verified that outcomes and conclusions were not biased and were consistent with the actual situation. Please see Chapter 4, Section 3: Verifying Results for details of verification.

III. Clarification and focus of stakeholders

We learned about the types and degrees of outcomes in each type of stakeholder through the three phases of engagement described above. We then considered whether to include or exclude the stakeholders from calculation, as well as whether it was necessary to further segment stakeholders into subgroups based on the characteristic of people in the group. Our considerations and identification of stakeholders were as follows:

(I) Inclusion and Exclusion of Stakeholders

Summing up the engagements of the first phase “understanding changes” and second phase “confirming outcomes,” we have clarified the primary impacting and the impacted stakeholders. Based on the SROI's principles of materiality and “Do not over-claim”, the stakeholders’ inclusion or exclusion results are explained as below:

Stakeholders	Explanation	Results
President Chain Store Corporation	During interviews with members of the project team and senior executives of related departments, they felt that the company was well received and gained increasing attention due to the activity. The results of the questionnaire survey also showed that each participants had higher sense of recognition for PCSC. We thus determined that the activity had a material effect on the company’s overall image, and PCSC	Included



Stakeholders	Explanation	Results
	provided the main field and input resources for the activity, so it was included based on the principle of materiality.	
Sister of Our Lady of China Catholic Charity Social Welfare Foundation	The Catholic Charity Foundation was one of the organizers of the activity. After interviewing the CEO and administrative personnel, we found that the foundation has been caring for people with dementia for many years. Even though it has assisted in matchmaking and training as a counselor, the activity is similar to other service projects of the foundation, so there were no significant changes. The foundation can be regarded as the social welfare organization that cooperated with the most stores, while the role of the implementation team was the same as administrative personnel among social welfare workers. Hence, it was not necessary to separate the foundation as an independent type of stakeholder.	Integrated it into social welfare organization and their employees (namely social welfare workers)
PCSC employees	The project team at headquarters indicated that it was responsible for coordinating, tracking, and evaluating each progress of the activity, and had to periodically inspect stores to find potential issues and make updates, which benefited their communication and management abilities and allowed them to gain experience. Store employees indicated that if it were not for “What Time Is It? Café,” they would not have the opportunity to come in contact with elderly people with dementia. Store employees were required to receive education and training from charities before the grand opening, and thus had a better understanding of dementia. Hence, convenience store employees were included based on the principle of materiality.	Included
Social welfare organization	There are 6 foundations for dementia including the Sister of Our Lady of China Catholic Charity Social Welfare Foundation. As the event implementer, its human and material resources were necessary for the event to be smoothly carried out. Most	Included

Stakeholders	Explanation	Results
	administrative personnel indicated that the event received a high amount of media publicity during the grand opening, and the organization clearly received more attention. Hence, charity organizations were included based on the principle of materiality.	
Social welfare workers	Even though social workers work closely with elderly people with dementia in daycare centers, the event not only gave them the opportunity to engage in exchanges with community residents, but also allowed them to see a different side of elderly people. Furthermore, some social workers indicated that they felt stressed when taking elderly people outdoors because they were afraid an accident might occur. This event had an especially positive and negative effect on them, so social workers were included based on the principle of materiality.	Included
Elderly people with dementia	The project mainly aims to have an impact on elderly people with dementia. The observations and understanding of stakeholders showed that the event had an extremely positive effect on the progression and personality of elderly people with dementia, but participation for only a short period of time may not have had a significant effect. Hence, based on feedback from interviews and the principle of materiality, only elderly people with dementia who participated in the event 10 times or more were included.	Included
Family members of the elderly	Even though family members did not directly participate in the event, most interviewees indicated that changes in elderly people with dementia resulted in a change in their daily interactions. Hence, family members of elderly people were included based on the principle of materiality.	Included
Consumers	A purpose of the project was to improve people's understanding of dementia, and consumers were the main target group. At	Included regular customers

Stakeholders	Explanation	Results
	<p>the beginning of engagement, most stakeholders indicated that consumers went to the convenience store for personal needs, the subjects were too random to be included in the discussion. However, after carefully considering the actual situation, the first-line stakeholders feedback that some customers did indeed deliberately visit the store when elderly people were at work to show their support. Hence, considering the principle of materiality and the needs of project management decision-making, we determined that “consumers during the time of the activity” were a stakeholder, thereby the scope of this group is restricted to regular customers. We only included the average number of customers when elderly people were serving as interns in each store.</p>	only

## (II) Subgroup Identification

We clarified the stakeholders who may have affected or been impacted by this project through engagement in the first and second phases. Through qualitative and quantitative analysis in the process, we learned that some stakeholders might have different types or degrees of outcomes due to their length of participation or different roles in the activity. Therefore, in order to make the information more rigorous, useful and consider the opinions of all stakeholders, we discussed in detail and rethought the factors that may affect the classification of subgroups from interviews, literature reviews, and questionnaire surveys, as described below:

Influencing factor	Identification of potential subgroups of stakeholders	Results
Duties and roles	<ul style="list-style-type: none"> <li>● PCSC employees</li> </ul> <p><u>Qualification:</u></p> <p>After interviewing project team members, regional advisors, store managers and store employees, we found different outcomes from the chain of events based on the role of employees at work. We thus divided this stakeholder into two categories. The first category was management position of headquarters, including project team members and regional advisors, that provide recommendations for making business adjustments but did not directly participate</p>	PCSC Employees were divided into management position of headquarters and convenience store employees.

Influencing factor	Identification of potential subgroups of stakeholders	Results
	<p>in the activity. The second category was convenience store employees, including managers and employees, who needed education and training to accompany and provide assistance for elderly people with dementia during the period of their internship.</p> <p><u>Quantification:</u></p> <p>According to the questionnaire survey, in terms of common outcomes, convenience store employees felt 4% more changes in “increased dementia literacy” than management position of headquarters, and 10% more changes in “improved family relations.” In addition, it was also showed a significant difference in the value of outcomes selected by these two types of employees. After three phases of engagement, stakeholders indicated that it was due to the different salary level of management positions and store employees. Hence, due to the reference points when valuing matters are different, we once again verified the necessity to divide this type of stakeholder into subgroups.</p>	
	<ul style="list-style-type: none"> <li>● Social welfare workers</li> </ul> <p><u>Qualification:</u></p> <p>After interviews, we found there was a clear division of labor between the roles of this stakeholder, and different outcomes were deduced from the chain of events. We thus divided stakeholders into three categories, namely administrative personnel who were responsible for personnel assignments and for contact and arrangement of matters related to the activity, care attendants who assisted elderly people with their physiological needs in daily life, and social workers who were responsible for the implementation and coordination of work related to cases and organizations.</p>	<p>This type of stakeholder was divided into administrative personnel, care attendants, and social workers.</p>

Influencing factor	Identification of potential subgroups of stakeholders	Results
	<p><u>Quantification:</u></p> <p>The questionnaire survey showed a significant difference in percentage of social workers and care attendants with the same outcomes. Social workers felt “increased work pleasure” by 5% more than the administrative personnel, but the degree of “increased work stress” is 25% higher, which is about 4 times that of administrative personnel. There were strong different feelings about this negative outcome, so we determined it is necessity to divide this type of stakeholder into subgroups.</p>	

Apart from categorizing stakeholders based on the duties and roles described above, we also considered the different periods of operation of each store to analyze if the number of times and length of participation in the activity affected the degree of outcomes in stakeholders. Our analysis is as follows:

Influencing factor	Identification of potential subgroups of stakeholders	Result
Number of times participating in the activity	<ul style="list-style-type: none"> <li>● Elderly people with dementia</li> </ul> <p><u>Qualification:</u></p> <p>In the engagement process, some social workers believed the elderly people who participated in the activity more times would have a relatively more stable condition. Some convenience store employees observed that if the attendance of elderly people decreased, their interaction with people would become significantly worse.</p> <p><u>Quantification:</u></p> <p>We divided elderly people with dementia into three subgroups, “served as intern 10 times or less,” “served as intern 11-20 times,” and “served as intern 21 times or more,” to analyze the outcome’s degree of change. We found that the difference in outcomes between the subgroups was less than 5%, and the valuation of outcomes was not correlated with the number of times elderly people served as interns. Therefore, we determined that the</p>	Not divide stakeholders into subgroups based on this factor

Influencing factor	Identification of potential subgroups of stakeholders	Result
	influencing factor could not be used to divide stakeholders into subgroups.	
length of participation in the activity	<ul style="list-style-type: none"> <li>● A total of seven types of stakeholders, including social welfare organizations, social welfare workers (including administrative personnel, social workers, and care attendants), PCSC employees (including management position of headquarters and convenience store employees), and family members of elderly people</li> </ul> <p><u>Qualification:</u></p> <p>In the engagement process, the project team of PCSC proposed that the duration of outcomes may vary due to the different period of operation of each store. We also referenced related SROI reports<sup>13</sup> and found that the scale and duration of activity may result in different percentages of outcomes that occur.</p> <p><u>Quantification:</u></p> <p>We classify the 7 types of stakeholders above into two subgroups: “participation of 1 year or less” and “participation of 1-2 years,” to analyze the outcome’s degree of change. We found that the length of participation was not correlated with the duration of outcomes, and the variation of most outcomes was less than 10%. The small number of outcomes with variation greater than 20% was due to one subgroup only having 1-2 stakeholders, which may have resulted in the relatively high variation. Hence, we determined that the influencing factor was not significant overall and could not be used to divide stakeholders into subgroups. However, we later took the period of operation of each store into consideration and conduct sensitivity analysis.</p>	Not divide stakeholders into subgroups based on this factor

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<sup>13</sup> Health Innovation Network. (2015). Peer support for people with dementia. A Social Return on Investment (SROI) study.

## Section 2 Inputs and Outputs

### I. Project Inputs

“What Time Is It? Café” resource categories during the assessment period include funds, supplies, and time. The total value of inputs was NT\$1,958,272, which can be summarized as follows by stakeholders:

Stakeholders	Inputs	Calculations	Value of inputs (NT\$)
President Chain Store Corporation	Funds	The head office’s funds were used for the store’s signs, uniforms, and publicity.	\$92,480
Social welfare organizations	Funds	Expenses of each foundation include the opening ceremony, fuel, insurance, gift certificates for interns, and postage.	\$259,301
Social welfare workers	Time	<ol style="list-style-type: none"> <li>Includes the labor costs of administrative personnel, social workers, and care attendants; calculated as the number of people of each foundation x average number of hours input by each person x average hourly wage</li> <li>A total of 42 elderly people with dementia participated in the event, but this assessment only included 26 people who participated in the activity 10 times or more, so the caretaking time of social welfare workers is distributed according to this ratio.</li> </ol>	\$428,891
Convenience store employees	Time	Includes the labor costs of store managers and employees; calculated as the number of people of PCSC x average number of hours input by each person x average hourly wage for the job grade.	\$1,177,600
<b>Total</b>			<b>\$1,958,272</b>



## II. Project Outputs

Quantifiable outcomes of “What Time Is It? Café” during the activity assessment period were described below by stakeholders:

<b>Stakeholders</b>	<b>Item</b>	<b>Output quantity</b>
President Chain Store Corporation	News reports	355
	Internship stories	54
Social welfare organizations	News reports	286
	Internship stories	39
	Education, training, and presentations	22 sessions
Convenience store employees	Education and training for newly opened stores	7 sessions

## **Section 3 Assessing the Outcomes**

### **I. Theory of Change**

We engaged stakeholders in three phases to extensively learn what each type of stakeholder truly experienced and what might have changed when participating in “What Time Is It? Café.” We generalized similar information that was collected and tried to seek “well-defined outcomes” by theory of change.

First, we randomly selected different types of participants for interviews until we no longer received different feedback. We then used information obtained from the preliminary interviews and data from literature to design the questionnaire, and then widely distributed the questionnaire to stakeholders for outcome verification. The questionnaire contained open-ended questions for stakeholders to provide any other opinions they may have. Based on the participation of aforementioned stakeholders, we drew conclusions from the feedback and information for further discussion with stakeholders, in order to describe a chain of events and showing the causality between a series of changes, thereby deducing the final outcome.

Furthermore, to verify the completeness of the chain of events and reasonableness of related parameters used in calculations, we invited stakeholders to validate results after the evaluation ended, ensuring that results were consistent with the actual situation. Please see Chapter 4, Section 3: Verifying Results for details of verification.

#### **(I) Elderly people with dementia**

During the first phase of engagement, we were accompanied by social workers when interviewing 2 elderly people with relatively mild symptoms of dementia, and found that they were unable to clearly and fully express how they felt. They were only able to answer yes or no or answer with a single word. The amount of useful information collected was very limited. Hence, we let the social workers, care attendants, and family members who most frequently interacted with the elderly people with dementia answer questions on their behalf in the next phase of engagement. We referenced literature on dementia and the results of existing questionnaire issued by Catholic Charity Foundation during the activity evaluation period, in order to gain a complete understanding and repeatedly verify potential results and outcomes of elderly people with dementia, and to supplement and adjust the chain of events. We determined the following three outcomes as a result.

Outcome		Outcome chain of events	Excerpt of stakeholder feedback
Delaying the progression of dementia	Slowing the deterioration in cognitive function	Become an intern at a convenience store, learn the etiquette and skills of being a store employee → Train abstract thinking, memory, and calculation ability, gradually show a specialty after becoming familiar, and then interact with others through singing and dancing → Reconstruct social skills and become more willing to greet others when outside	✓ CEO: “The purpose of using the coffee machine is to link to abstract thinking ability; greeting customers at the door reconstructs social skills and using the POS machine trains calculation ability; serving customers and putting products on the shelves are a type of cognitive training.”
	Lowering the frequency of behavioral and psychological symptoms of	Become an intern at a convenience store, learn the etiquette and skills of being a store employee → Long-term training maintains physical function → More stable speech, movement, and emotions	✓ Social workers/Care attendants: “We were surprised to see some behavioral and psychological symptoms when we actually spent time with elderly people, but we learned more about how the symptoms change and feel that the progression is slower. This is very good. In the end, we need to work hard to maintain this progress.”

Outcome		Outcome chain of events	Excerpt of stakeholder feedback
	dementia (BPSD)		
Improved confidence and sense of achievement		Become an intern at a convenience store, learn the etiquette and skills of being a store employee → Slowly identify with role in the convenience store and become aware of being a store employee → Share experience with elderly people who did not participate in the event after receiving guidance → Feel needed when serving others and gain a sense of superiority	<ul style="list-style-type: none"> <li>✓ Family member of the elderly: “I feel that grandma smiles more and has better social skills. In the past, grandma only made rice dumplings with neighbors, but after participating in What Time Is It? Café, she became more outgoing and actively greeted strangers. She is more active and confident.”</li> <li>✓ Care attendant: “This event lets elderly people with dementia feel needed, otherwise they will be depressed, and feel that they are old and useless. Convenience stores provide gift certificates and make them feel a sense of achievement.”</li> </ul>
Increased happiness in life		Continue to provide services at the convenience store for a long period of time → Feel that time is used with value by participating in communities and learning skills → After being	<ul style="list-style-type: none"> <li>✓ Store manager: “After What Time Is It? Café was implemented, elderly people look forward to being interns. Social workers said that grandmas put their focus on being interns here. If they know that it is their turn next week, they will begin asking from the week</li> </ul>

Outcome	Outcome chain of events	Excerpt of stakeholder feedback
	reminded, elderly people feel attached to something in life and look forward days when they are interns, and it increases their motivation to go outdoors	before, and get up early that day. Some people will even put on makeup to look prettier.”

(II) Social welfare organizations

Social welfare organizations as a whole were stakeholders. We mainly learned about the impact of participating in the activity through feedback from the managers and social welfare workers of these foundations, and summarized the following three outcomes.

Outcome	Outcome chain of events	Excerpt of stakeholder feedback
Increased visibility of the organization	1. Community residents are drawn by the elderly people when they visit the convenience stores and ask about the event → Introductions provided by people accompanying the elderly people let community residents understand that there is such a charitable organization nearby → Get more inquiries from the public	<ul style="list-style-type: none"> <li>✓ CEO: “30 to 40 media outlets in Taiwan reported on the event after it was launched. The convenience store benefits our image and national visibility.”</li> <li>✓ Social worker: “Some customers will ask who we are, and we will explain that we are working together with the convenience store. We provide services here one day a week, and they will know that there is such an institution in the community.”</li> </ul>

Outcome	Outcome chain of events	Excerpt of stakeholder feedback
	<p>2. There was more media exposure during the opening phase, and the share of voice attracted attention → Spread the positive image of the organization → Gain more public attention and support in society</p>	
<p>Increased resources network</p>	<p>The organization has a better understanding of the key points of project planning and performance evaluation in the process of cooperation → Better show the service performance, and the amount of effort devoted to caring for people with dementia can be seen → Get more tangible and intangible resources, or cooperation opportunities from related units</p>	<p>✓ Social worker: “Local governments can see how much effort we put into taking care of people with dementia. As for resources, dementia might be mentioned and superior units will think of us, giving us more projects to work together in.”</p>
<p>Increased organizational cohesion</p>	<p>The Foundation continues to post stories on Facebook and receives good feedback online → Service performance and positive image help gain more support in society → When the results of their</p>	<p>✓ Administrative personnel: “We posted stories on Facebook and received good feedback online. We received a lot of likes and it made us feel that we are doing something meaningful.”</p>

Outcome	Outcome chain of events	Excerpt of stakeholder feedback
	hard work are seen, employees identify more with the organization and become more passionate about their work	

(III) Social welfare workers

After different phases of engagement with stakeholders, we identified three subgroups of social welfare workers, including administrative personnel, social workers, and care attendants. We first conducted face-to-face interviews with the Catholic Charity Foundation, which cooperates with the most convenience stores, and learned about the roles of different workers in the activity. We then conducted telephone interviews with workers of other foundations, and conducted a questionnaire survey to widely collect opinions. The proportion of engagement with the three types of stakeholders all reached 100%, and we summarized the following four outcomes.

Outcome	Outcome chain of events	Excerpt of stakeholder feedback
Administrative personnel		
Improved job satisfaction	Compared with other projects, What Time Is It? Café has many trivial matters that require communication with other parties → Conduct evaluation at the charity and keep track of participation by elderly people → Interact more with the elderly people and become moved by the growth shown by the elderly people → Feel that What Time Is It? Café does indeed	✓ Administrative personnel: “The collaboration with convenience stores in this project involved many trivial matters, making it a relatively large project. We interacted more with elderly people as a result and felt quite touched. The sense of achievement felt by elderly people also made employees feel a sense of achievement.”

Outcome	Outcome chain of events	Excerpt of stakeholder feedback
	help take care of people with dementia	
Social workers		
Increased work stress	<p>In addition to communicating administrative affairs, spent even more time taking elderly people out to the convenience store → Accompany elderly people while they provided services, and paid attention to the psychological and physiological needs of elderly people at all times → No other colleagues were around when an incident occurred → Felt frustrated for not being able to quickly comfort elderly people, and felt the weight of bearing greater responsibility</p>	<p>✓ Social worker: “Social workers have other administrative responsibilities, so participating in the project puts additional workload on us. My main responsibility right now is not daycare, but I need to continue implementing this project, so I need to spend my own time to check on its implementation and corresponding administrative affairs.”</p>
Increased work pleasure	<p>1. Bring elderly people to the convenience store to serve as interns → Explain the elderly person’s condition to customers and introduce the event’s background to people who are curious → Feel that exchanges with community residents is more interesting than staying in the center</p>	<p>✓ Social worker: “We usually don’t have so many opportunities to work with companies, and it is refreshing to see elderly people interact with stores and communities, have the opportunity to express themselves, and find them improve each time they encounter a customer and operate a machine.”</p>



Outcome	Outcome chain of events	Excerpt of stakeholder feedback
	2. Bring elderly people to the convenience store to serve as interns → Find a unique aspect and specialty of the elderly person, and find something that the elderly person can still specialize in → Elderly people gradually improve when facing customers and operating machines, and feel moved that elderly people find a new stage in life → Gain better understanding of dementia and share stories of services with the public	
Care attendants		
<b>Increased work stress<sup>14</sup></b>	Accompany elderly people while they provided services, and paid attention to the psychological and physiological needs of elderly people at all times →	✓ Care attendant: “Other people would help pay attention to the elderly people during activities in the center, but bringing elderly people outside brings greater responsibility. At first, I

<sup>14</sup>Based on the analysis in “II. Outcome indicators and materiality,” the outcome “Increased work stress” of care attendants was excluded and not calculated in the impact map.

Outcome	Outcome chain of events	Excerpt of stakeholder feedback
	<p>No other colleagues were around when an incident occurred → Felt frustrated for not being able to quickly comfort elderly people, and felt the weight of bearing greater responsibility</p>	<p>didn't know what would happen to them, and could only relax a bit once they got into the hang of things.”</p> <p>✓ Care attendant: “I don't usually find it hard to comfort elderly people, but elderly people weren't willing to go to the counter during the event, and weren't willing to listen, no matter what I said. This made me feel frustrated.”</p>
<p>Increased work pleasure</p>	<ol style="list-style-type: none"> <li>1. Bring elderly people to the convenience store to serve as interns → Explain the elderly person's condition to customers and introduce the event's background to people who are curious → Feel that exchanges with community residents is more interesting than staying in the center</li> <li>2. Bring elderly people to the convenience store to serve as interns → Find a unique aspect and specialty of the elderly person, and find something that the elderly person can still specialize in → Elderly people gradually improve</li> </ol>	<p>✓ Care attendant: “I never knew that grandma can be so active, and found that she can sing so many songs and even created her own way of interacting with customers, wishing that customers will win the jackpot when she prints out the receipt. No one taught her this.”</p>

Outcome	Outcome chain of events	Excerpt of stakeholder feedback
	<p>when facing customers and operating machines, and feel moved that elderly people find a new stage in life → Gain better understanding of dementia and share stories of services with the public</p>	
<p>Reduced the stress of care</p>	<p>Bring elderly people to the convenience store to serve as interns → Feel that elderly people have more stable symptoms and were able to better express their opinions → Able to interact with elderly people better compared with the past, and able to more smoothly take care of them</p>	<ul style="list-style-type: none"> <li>✓ Care attendant: “Grandma knows how to express herself now, so we have better interactions when I am taking care of her, but is also depends on the condition of the elderly person. Some people with better cognitive function are easier to take care of, and it is not so tiring. Even if their cognitive function is still deteriorating, it isn’t so fast.”</li> <li>✓ Care attendant: “Dementia is irreversible, and the patients’ functions do not improve by participating in the event, but having several elderly people working together for a long period of time benefits elderly people emotionally.”</li> </ul>

(IV) Family members of the elderly

The family members of elderly people did not directly participate in the activity at the convenience stores. We collected their opinions through telephone interviews and questionnaire surveys, and proportion of engagement reached 87%. We learned about changes in their perception, cognition, and attitude and whether or not elderly people participating in the activity affected how they interacted in daily life. The following two outcomes were determined on this basis.

<b>Outcome</b>	<b>Outcome chain of events</b>	<b>Excerpt of stakeholder feedback</b>
Increased dementia literacy	When elderly people are providing services in the convenience store, keep them company or buy coffee to show support, and also ask how they feel → Elderly people are more willing to talk to family members and will actively greet others → See a different side of elderly people glowing with confidence, and understand their many possibilities despite having dementia → Greatly moved and better understand how to interact with elderly people with dementia → Enhance the awareness and friendly attitude towards dementia, such as actively share knowledge and experience with dementia when it is needed by family and friends	<ul style="list-style-type: none"> <li>✓ CEO: “There are many things to consider when taking elderly people outside, because people feel that dementia is an illness and they might not be able to withstand the pressure from family members. People don’t understand that family members will have less stress if the progression is slowed, so we must maintain the ability of elderly people with dementia to participate, help them with things they can’t do themselves, and develop their potential.”</li> <li>✓ Family member of the elderly: “I would not understand dementia if a member of my family did not have this illness, so it has a greater impact on me.”</li> </ul>
Improved family relations	When elderly people are providing services in the convenience store, keep them company or buy coffee to	<ul style="list-style-type: none"> <li>✓ Care attendant: “Grandma’s daughter picks up and drops off grandma and feels that</li> </ul>

Outcome	Outcome chain of events	Excerpt of stakeholder feedback
	<p>show support → Discover that elderly people become more familiar with work, know how to interact with customers better, and smile more → Elderly people become more emotionally, physically, and mentally stable over a long period of time, and family members become more optimistic when taking care of elderly people with dementia → Elderly people talk and interact more with family members, and improve parent-child relationships</p>	<p>grandma changed a lot. Grandma was so quiet in the past, but now they interact more and have more to talk about.”</p> <p>✓ Family member of the elderly: “I will occasionally check up on him without letting him know. I feel that he interacts more with people after going there, otherwise he usually doesn’t talk much. Family and friends also mention this, and I will share the event with them.”</p>

In the above outcomes, "increased dementia literacy " is a common outcome of many types of stakeholders. Because there are many discussions in the process of defining the outcome, the direction of convergence of the outcome and the basis for judgment are explained as follows:

Based on the feedback from the interview, the stakeholders said that after participating or coming in contact with the activity, they can better understand the possible symptoms or behaviors of dementia. They also eliminated the negative perceptions and myths about dementia, and no longer misinterpret the elderly suffering from dementia is no value since seeing the elders try hard and show confidence and happiness in the service process, and then they adopts an accepting attitude to face dementia, such as discovering the elderly with dementia in life will be willing to give assistance, and relatives and friends in need around them will actively transfer correct knowledge and concepts. However, the actual behaviors vary from person to person, and it is difficult to converge to the same outcome in the next step. After discussing with the stakeholders, they feel that the improvement of the understanding of dementia and the friendly attitude is the best chance to maximize impacts, and it can be reasonably sustainable after the activity.

Then, we focus on the change of attitude and the improvement of cognition, and refer to the third-party literature to confirm how to set the well-defined outcome. According to The World Alzheimer Report 2019: Attitudes to dementia, the key to eliminating the stigma of dementia is to increase the public's understanding, awareness and acceptance of dementia, which will help promote the establishment of a dementia-friendly social environment, And effective actions that are recognized include providing social support, enhancing public awareness, improving the quality of dementia services, etc., it is the same as the purpose and strategy of this project. However, in the case that the next specific behavior of the stakeholders is not specific, we refer to the explanation of Health Literacy in the Health Promotion Glossary by the World Health Organization: "literacy implies the achievement of a level of knowledge, personal skills and their capacity to use information effectively to take action to improve personal lifestyles and living conditions. This definition is closer to the feedback of stakeholders, they mean that when the attitude and cognition of dementia are improved, the knowledge or related information obtained will be used to participate in daily activities. Therefore, we use "increased literacy " with a broader meaning, it is one of the common outcomes of society on the issue of dementia, and also in line with the core goal of this project.

When we subsequently used questionnaires to confirm whether the " increased dementia literacy " occurred, we referenced to the tripartite perspective of attitudes by Rosenberg and Havland (1960) noted that evaluative responses could be classified into the categories of cognition, affect and behavior. These components were only moderately correlated with each other, they were empirically distinct. Cognition refers to the beliefs, thoughts and attributes we associate with an object; Affect refers to feelings or emotions linked to an attitude object; Behavior refers to past behaviors or experiences regarding an attitude object. Based on this, we designed the information collected by the engagement into multiple outcome indicators from the three dimensions of cognition, affect, and behavior. For example, breaking the stereotype of dementia belongs to the cognition, not afraid to let people know that there are family members with dementia belong to the affect, willing to interact with people with dementia belongs to the behavior. Please see Section 3.2: Outcome indicators and materiality.

#### (V) President Chain Store Corporation

The project was implemented and funded by PCSC, and the company as a whole is a stakeholder. We interviewed members of the project team that actually planned and implemented the activity to collect representative and reliable information. We invited senior executives of related departments to jointly verify outcomes and provide their opinions, in order to understand the project's impact on the company. The following two outcomes were determined on this basis.

Outcome	Outcome chain of events	Excerpt of stakeholder feedback
Improved CSR image	<p>After organizing What Time Is It? Café, more and more stores provided internships to elderly people with dementia → The opening event was reported by print and online media, increasing exposure → More and more people in society became aware of What Time Is It? Café → The event was shared by Taiwan Alzheimer Disease Association, convenience stores gained influence, and allowed stores in Taiwan to take large step forward in becoming friendlier to people with dementia</p>	<ul style="list-style-type: none"> <li>✓ CEO: “We hope to continue to imperceptibly influence people and establish CSR. It is good that a large nationwide corporation is willing to take the lead. This project allows stores in Taiwan to take a large step forward in becoming friendlier to people with dementia.”</li> <li>✓ Store manager: “It hard to say if the number of customers is higher compared to other days, but you can be sure to see a few people that don’t normally appear that day, or there will be significantly more customers for a period of time if there is a news report.”</li> </ul>
Better business performance	<p>Consumers see the lively atmosphere when elderly people interact in the store and community, and feel that the event is very meaningful/family members are moved by the convenience store willing to provide a platform for more elderly people to have the opportunity to assimilate into the community → Identify more with the convenience store and give it</p>	<ul style="list-style-type: none"> <li>✓ Care attendant: “I identified more with convenience stores and more frequently visited PCSC convenience stores, going out of my way to give elderly people a surprise.”</li> <li>✓ Family member of the elderly: “I identified more with convenience stores, because convenience stores had to be willing to accept elderly people for them to participate. Now, if I have a choice, I would go to PCSC.”</li> </ul>

Outcome	Outcome chain of events	Excerpt of stakeholder feedback
	priority when buying things, increasing their brand loyalty	✓ Regular customers: “I usually chose to go to convenience stores, and the event impacted my consumption choices and brand loyalty.”

(VI) PCSC employees

After different phases of engagement, we divided convenience store employees by where they work and their duties into management position of headquarters and convenience store employees. We first engaged in a discussion with the project team through a small workshop, and then we interviewed employees at the first store to participate in the activity, in order to understand their role and the overall situation of the activity. In the process, we found that the regional advisors providing guidance to the stores also held managerial positions. We then extensively collected opinions of employees through the questionnaire, and the proportion of engagement of the two types of stakeholders both reached 100%. The following six outcomes were determined on this basis.

Outcome	Outcome chain of events	Excerpt of stakeholder feedback
Management position of headquarters		
Increased dementia literacy <sup>15</sup>	Managerial positions assist in matchmaking with stores and accompanying education and training → Come in contact with the senior interns during occasional visits to the store, and understand what	✓ Project team: “We also provide similar services, but What Time Is It? Café gives us direct contact with elderly people with dementia and had a stronger impact, making

<sup>15</sup> “Increased dementia literacy” is a common outcome of many types of stakeholders. Because there are more discussions in the process of defining the outcome, the direction of the convergence of the outcome and the explanation of the judgment basis are detailed in (4) Family members of the elderly mentioned above.



Outcome	Outcome chain of events	Excerpt of stakeholder feedback
	dementia is truly like → Enhance the awareness and friendly attitude towards dementia, such as being more concerned about issues with elderly people and dementia, able to identify people with dementia in daily life, and even actively provide assistance	us want to go home to keep our elders company.”
Improved family relations	Managerial positions assist in matchmaking with stores and accompanying education and training → Come in contact with the senior interns during occasional visits to the store, and understand what dementia is truly like → Moved and become more concerned about issues with elderly people and dementia, and become more willing to go home during the holidays to keep elders company and care for them	✓ Regional Advisor: “I didn’t understand dementia in the past, but learned through education, training, and interacting with people with dementia for a period of time that they are not like what we had previously thought. Now when I interact with elderly people at home or outside, I will pay more attention to whether or not my behavior might offend them, and I have also become more patient.”
Improved communication skills and coordination	Assist in matchmaking with stores and accompany education and training, continue to serve as a	✓ Regional Advisor: “I visited the stores providing internships after the project was implemented and observed how employees

Outcome	Outcome chain of events	Excerpt of stakeholder feedback
and management abilities	communication channel between the company, stores, and charity organizations → Continue to visit stores in the process to inspect operations of What Time Is It? Café and further provide guidance and recommendations → Shared with other stores after gaining experience, and collaborated in new and different ways	<p>interacted with elderly people. I helped address issues whenever they occurred. I sometimes used to take a harder stance when communicating company policy. This event softened my heart and my communication skills as well, so I would see things from the stores' perspective.”</p> <p>✓ Project team: “Sometimes charities and stores will have problems communicating certain issues, and we would learn about these situations after they were reported to us. This way we can remind new locations or new organizations that participate in the project.”</p>
Convenience store employees		
Better customer service	Understand symptoms of dementia and become more considerate, and attentively teach elderly people in the process → Find that elderly people have unlimited possibilities, remind them instead of doing things for them, and more patiently wait for elderly people to finish what they are doing →	<p>✓ Social worker: “Store employees are familiar with the most customers. They know which customers are more patient, and will let the senior interns serve those customers.”</p> <p>✓ Store manager: "Store employees showed growth in the process and paid more attention to customers that visited the store.</p>

Outcome	Outcome chain of events	Excerpt of stakeholder feedback
	Able to identify customers suitable for being served by elderly people, and pay more attention to whether or not customers are elderly people who need assistance → The ability to distinguish customer types is more accurate and can provide corresponding services	They also showed more concern for elderly people."
Increased dementia literacy <sup>16</sup>	The preliminary training and subsequent education and training sessions allowed new store managers and employees to learn how to lead and interact with elderly people → From unfamiliar to naturally interacting with people with dementia, better understand how to interact with elderly people with dementia as they watch the elderly people make progress → Enhance the awareness	<ul style="list-style-type: none"> <li>✓ Social worker: "You can see store employees change from being unfamiliar with dementia to interacting naturally with people with dementia, and they are able to determine which customers may also have dementia."</li> <li>✓ Store manager: "I have friends who have elderly family members with dementia at home, and they usually do not let them go out. I will recommend that they take elderly people outdoors to interact with others, and</li> </ul>

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<sup>16</sup> "Increased dementia literacy" is a common outcome of many types of stakeholders. Because there are more discussions in the process of defining the outcome, the direction of the convergence of the outcome and the explanation of the judgment basis are detailed in (4) Family members of the elderly mentioned above.

Outcome	Outcome chain of events	Excerpt of stakeholder feedback
	and friendly attitude towards dementia, such as actively share knowledge and experience with dementia when it is needed by family and friends	remind them of ways to slow the progression of dementia.”
Higher learning awareness	In the process of teaching elderly people, store employees will arrange work according to the personality and expertise of the elders → Discover that most of the elders have special skills, such as speaking Japanese, dancing, and singing → In order to increase interaction, store employees take the initiative to learn from the elders, such as ask about how something is said in Taiwanese or Japanese → Let the employees know it is never too late to learn, and begin to be interested in learning things they haven't tried	✓ Store employees: “The old ladies have so many skills. I feel as if my Taiwanese has improved, and also learned some Japanese, which triggered my interest in learning other things.”
Improved family relations	Learned about the conditions of dementia through education and training, moved by this and become more concerned about issues with dementia →	✓ Store manager: “If I am able to spend an hour interacting with elderly people with dementia, it made me think of how little time I spent with my grandma, and made me want to

Outcome	Outcome chain of events	Excerpt of stakeholder feedback
	Interacting with elderly people over a long period of time has a healing and relaxing effect, and began to miss elderly people at home → Become more willing to go home during the holidays to keep elders company and care for them	spend more time with the elderly people in my family. I have also become more patient with elderly people.”
Increased workload	Understand symptoms of dementia and become more considerate, and attentively teach elderly people in the process → May delay work progress and effects might not meet expectations, feel tired/need to appease customers more than usual, and become more tense at work	✓ CEO: “We were worried that stores might not be willing to cooperate, because having elderly people is a distraction in the store, causes customers to pile up, and requires employees to pay more attention to the elderly people.”

(VII) Regular customers

Regular customers do not have a specific identity in the activity. We randomly interviewed customers who often visited the convenience stores while senior interns were present, and found that the impact on consumers was relatively indirect and short-lived. Hence, we only included the average number of customers at each store during the activity based on the principles of materiality and do not over-claim. We then extensively collected opinions through a questionnaire survey engaging 47% of stakeholders, and summarized the following two outcomes.

Outcome	Outcome chain of events	Excerpt of stakeholder feedback
Increased dementia literacy <sup>17</sup>	<p>Seeing elderly people work at convenience stores was a refreshing experience → Felt the event was very meaningful after understanding it, and slowly began to notice dementia issues in life → Often visited the convenience store on the day of the event to show support, and interacted with elderly people, such as asking them math problems → Gained a better understanding of dementia and know different symptoms in different stages → Enhance the awareness and friendly attitude towards dementia, such as being able to actively share with others at the right time, just like having one more topic in life</p>	<ul style="list-style-type: none"> <li>✓ Regular customers: “I never noticed this issue in the past. On a scale of 1-10 points, I feel that my dementia literacy increased from 0 points to 7-8 points, and I also learned that dementia symptoms were all different.”</li> <li>✓ Regular customers: “The event caused consumers to take dementia issues seriously. I feel that the experience can be useful in my everyday life, and I talk about it when I meet friends and family.”</li> </ul>

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<sup>17</sup> “Increased dementia literacy” is a common outcome of many types of stakeholders. Because there are more discussions in the process of defining the outcome, the direction of the convergence of the outcome and the explanation of the judgment basis are detailed in (4) Family members of the elderly mentioned above.

## II. Outcome indicators and materiality

Based on the SROI standards, we needed to establish one or more indicators for each outcome to prove whether or not the outcome occurred, and also confirmed the number of outcomes that occurred, the degree of change, and whether the outcome was material or important to stakeholders.

In this evaluation, we not only referenced literature, but also learned about the changes in stakeholders' perception, state of mind, behavior, and values after participating in the activity through the first phase of engagement. We then used this to design the basis for proving outcomes and set the threshold for significant. Next, we invited project members of PCSC and the Catholic Charity Foundation to fill out the items on the questionnaire on a trial basis. After discussing and revising inappropriate or hard-to-understand items, we conducted a questionnaire survey in the second phase.

We used consistent logic to design questionnaires for different stakeholders. The questions were divided into three levels, to sequentially determine whether or not an outcome occurred, the degree and quantity of change, and dimension of importance. Outcomes that met all criteria were considered to be material and were included in the final calculation. The following section uses "increased dementia literacy," which is a common outcome of stakeholders, as an example. Please see Appendix 3 for details on other outcome indicators.

2.A Increased dementia literacy										
2.A.1 In 2017-2019, did any of the following changes occur in your "understanding of dementia" after participating in the activity? (multiple selections accepted)										
<input type="checkbox"/>	Rid myself of stereotypes about people with dementia									
<input type="checkbox"/>	Willing to and know how to interact with people with dementia									
<input type="checkbox"/>	Able to actively find elderly people around me that may potentially have dementia									
<input type="checkbox"/>	Will more actively seek experience and information on dementia									
<input type="checkbox"/>	Other, please specify: _____									
<input type="checkbox"/>	I did not have any of the above changes. ( please skip to Question 2.B )									
2.A.2 After the interviews and surveys, we found that the abovementioned changes can increase dementia literacy, what is the degree of change you experienced?										
<input type="checkbox"/>	Changed greatly (100%)									
<input type="checkbox"/>	Changed a lot (75%)									
<input type="checkbox"/>	Changed somewhat (50%)									
<input type="checkbox"/>	Changed a little (25%)									
<input type="checkbox"/>	Other, please specify: _____									
2.A.3 How much did the changes above help and how important were they to your own "Increased dementia literacy"? Please select a score.										
	1 point	2 point	3 point	4 point	5 point	6 point	7 point	8 point	9 point	10 point
	Unimportant				Regular				Very important	

### 1. Did the outcome occur

The questionnaire first surveyed the amount of time the respondent participated in or came in contact with the activity, and verified that the changes all occurred during the project evaluation period. Next, as shown in 2.A.1 in the figure, we asked stakeholders if there were any changes after participating in the event. If stakeholders selected at least one fact in the outcome indicators, and the percentage that did not have any changes were not the majority, then that meant the outcome did indeed occur.

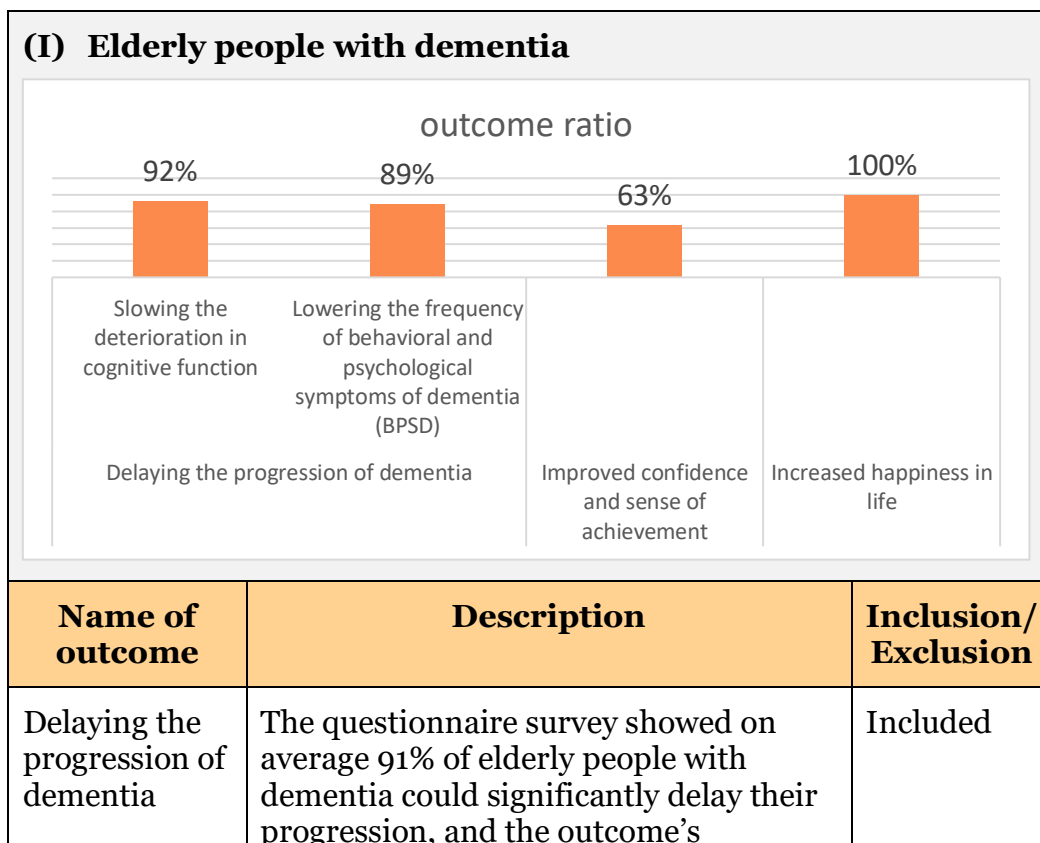
### 2. Degree of change and outcome incidence

If the respondent met any one of the indicators, we asked them about the degree of change, which further verified that the outcome did indeed occur. As shown in 2.A.2 in the figure, we used interquartile range to divide degrees, and determined based on the principle of materiality that an outcome was only significant if stakeholders stated that the degree of change reached 50% or above. We objectively calculated the outcome incidence, that is, “Number of people whose degree of change is 50% or above / Number of valid questionnaires.” It is equal to the amount of change (Outcome ratio) and is used for subsequent calculation of the outcome quantity.

### 3. Dimension of importance

After the first two levels, we verified that the outcome did indeed occur among stakeholders who participated in the activity, and that the degree of change was significant. We further asked if the outcome resulting from the change was important to the stakeholder. As shown in 2.A.3 in the figure, the stakeholder replied with the dimension of importance on a scale of 1-10 points. If the average score was rounded to 5 points or above, we determined that the outcome was important and included it in calculations based on materiality.

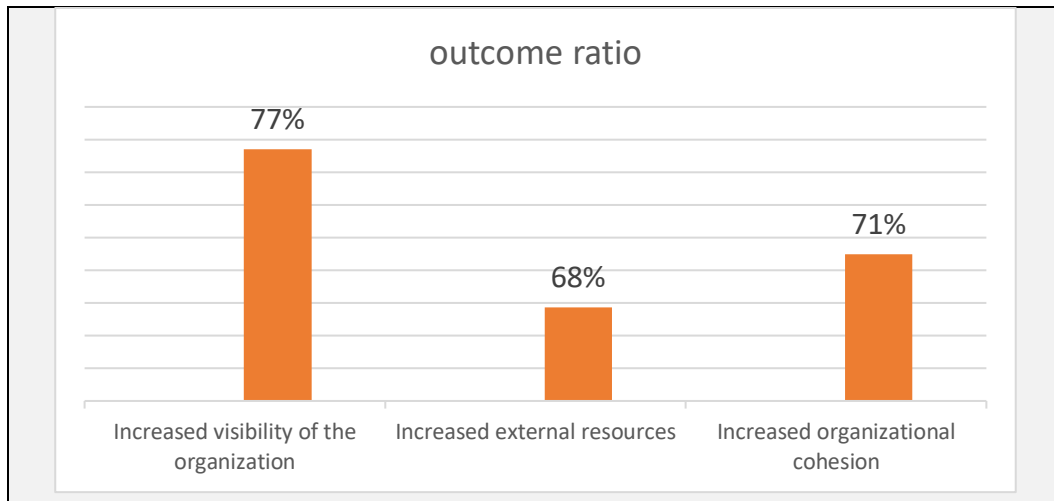
In the third phase of engagement, we discussed questionnaire results and considered relevance depends on the perception of stakeholders when determining the inclusion or exclusion of these outcomes. Finally, we verified that the outcome was indeed material to them before including it in the final calculation. Outcome analysis is summarized below:





	<p>importance of 6.47 reached the threshold. With regard to cognitive function, 100% of stakeholders provided feedback that elderly people more frequently interacted with people and knew how to better express their opinions and intentions. With regard to psychological and behavioral symptoms, 100% of stakeholders provided feedback that elderly people improved their finger coordination, were more emotionally stable, happier, and in better condition than normal. Hence, this outcome was determined to have a significant impact based on the SROI principle of materiality.</p>	
<p>Improved confidence and sense of achievement</p>	<p>The questionnaire survey showed on average 63% of elderly people with dementia had significantly improved confidence and sense of achievement, and the outcome's importance of 6.71 reached the threshold. In the feedback process, 83% of stakeholders found a different side of elderly people. Hence, this outcome was determined to have a significant impact based on the SROI principle of materiality.</p>	<p>Included</p>
<p>Increased happiness in life</p>	<p>We learned from literature that elderly people with dementia become happier in life when they participate in community activities. After each phase of interviews, 100% of stakeholders stated that the time of elderly people became more valuable, and the score for the importance of this outcome to elderly people reached 7.75. Hence, this outcome was determined to have a significant impact based on the SROI principle of materiality.</p>	<p>Included</p>

**(II) Social welfare organizations**



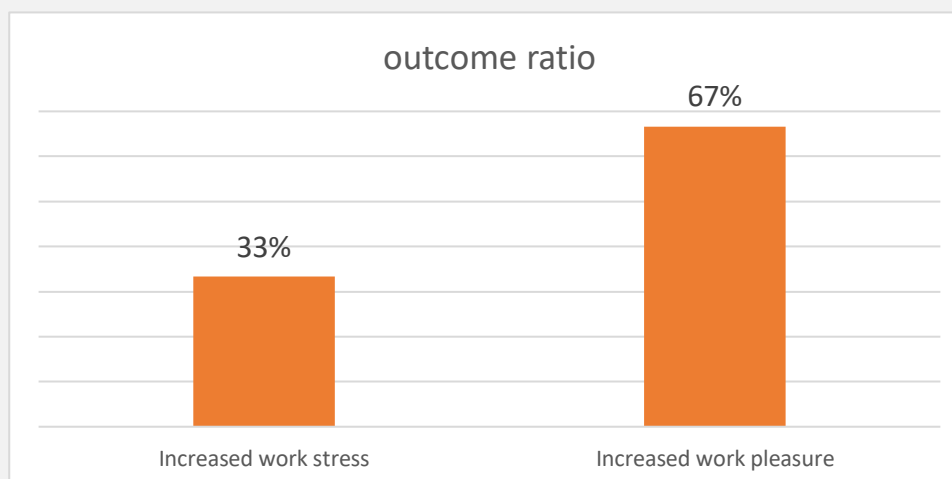
Name of outcome	Description	Inclusion/Exclusion
Increased visibility of the organization	The questionnaire survey showed that the visibility of the organizations significantly increased by an average of 77%, and the outcome’s importance of 5.97 reached the threshold. Among social workers, 67% indicated that the organization received more likes online, and 68% of administrative personnel indicated that they were more likely to be interviewed by media. Hence, this outcome was determined to have a significant impact based on the SROI principle of materiality.	Included
Increased resources network	The questionnaire survey showed that the external resources of the organizations significantly increased by an average of 68%, and the outcome’s importance of 6.47 reached the threshold. Among administrative personnel, 73% indicated that the organization gained more opportunities to work with related units. Hence, this outcome was determined to have a significant impact based on the SROI principle of materiality.	Included
Increased organizational cohesion	The questionnaire survey showed that the organizational cohesion of the organizations significantly increased by an average of 71%, and the outcome’s importance of 6.28 reached the	Included

	threshold. Among administrative personnel, 59% felt that employees got along more, and 56% indicated that employees did better and more efficient work in the event compared with other projects. Hence, this outcome was determined to have a significant impact based on the SROI principle of materiality.	
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**(III) Social welfare workers – Administrative personnel**

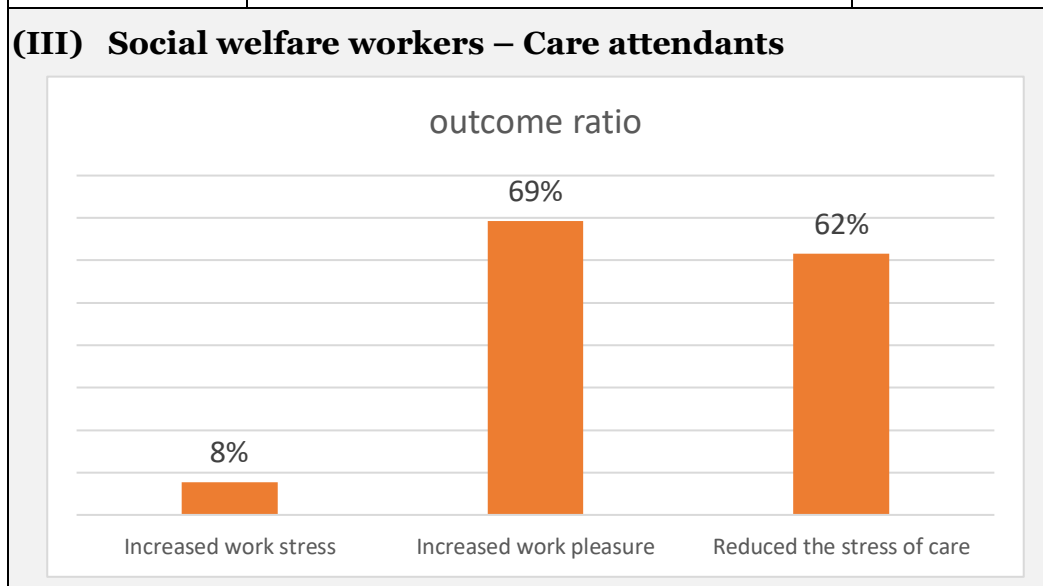
Name of outcome	Description	Inclusion/Exclusion
Improved job satisfaction	The questionnaire survey showed that on average 73% of administrative personnel had significantly improved sense of achievement, and the outcome's importance of 6.00 reached the threshold. Among administrative personnel, 64% identified with their work more after seeing the progress in elderly people, and 55% indicated that they were happier after gaining recognition from family members. Hence, this outcome was determined to have a significant impact based on the SROI principle of materiality.	Included

**(III) Social welfare workers – Social workers**



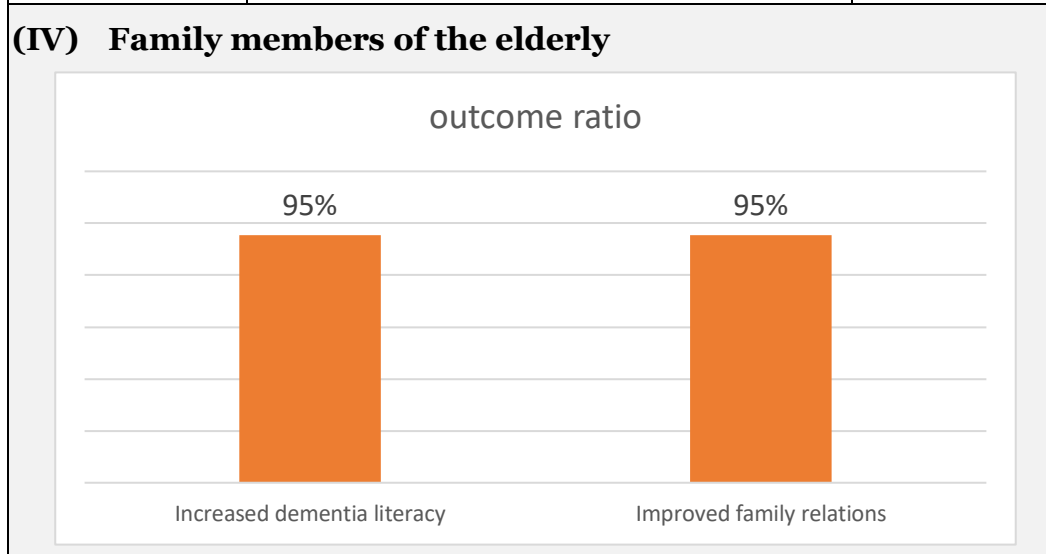
Name of outcome	Description	Inclusion/Exclusion
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<p>Increased work stress</p>	<p>The questionnaire survey showed that on average 33% of social workers clearly felt an increase in their work stress, and the outcome's importance of 4.50 reached the threshold after rounding. This is mainly due to 56% of social workers indicating that they were worried of an incident they were not able to handle when taking elderly people outdoors. However, 33% of social workers replied that they did not feel any nervousness, anxiety, or burden. In contrast, the number of people that did not have any changes was not the highest, so the negative outcome was determined to have a significant impact based on the SROI principle of materiality and do not over-claim.</p>	<p>Included</p>
<p>Increased work pleasure</p>	<p>The questionnaire survey showed that on average 67% of social workers clearly felt work was more fun, and the outcome's importance of 6.00 reached the threshold. This was mainly because 100% of social workers saw different sides of elderly people through the event, and 56% indicated that they would actively talk and interact with people outside. Hence, this outcome was determined to have a significant impact based on the SROI principle of materiality.</p>	<p>Included</p>



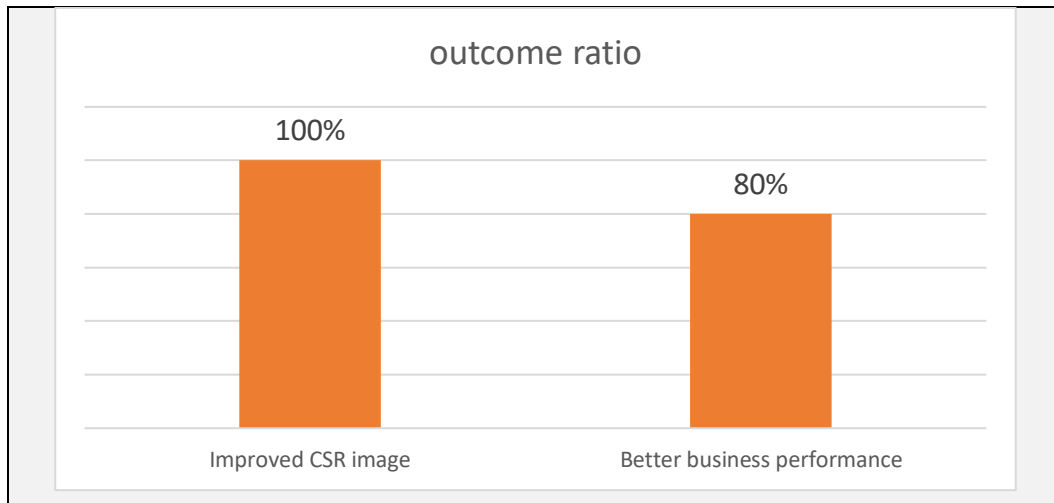
<b>Name of outcome</b>	<b>Description</b>	<b>Inclusion/Exclusion</b>
Increased work stress	The questionnaire survey showed that on average only 8% of care attendants clearly felt an increase in their work stress, and it was mainly due to 54% of care attendants indicating that they were worried of an incident they would not be able to handle when taking elderly people outdoors. Even though the outcome's importance of 5.00 reached the threshold, considering that 46% of people did not have the outcome, which was the second highest, and a deadweight of 75%, it means that a very high percentage of social workers would still have work stress without the activity. Hence, the outcome was not included in this evaluation based on the SROI principle of materiality.	Excluded
Increased work pleasure	The questionnaire survey showed that on average 69% care attendants felt work was more fun, and the outcome's importance of 7.00 reached the threshold. Among care attendants, 92% found that elderly people with dementia still had the ability to learn new things through the activity, and it gave them different ideas in subsequent course design. Hence, this outcome was determined to have a significant impact based on the SROI principle of materiality.	Included
Reduced the stress of care	The questionnaire survey showed that on average 62% of care attendants clearly felt less work stress, and the outcome's importance of 5.38 reached the threshold. This was mainly due to 92% of care attendants indicating that the elderly people with dementia better knew how to express their opinions and intentions, and it allowed them to more smoothly communicate and understand what elderly people needed when taking care of them. Hence, this outcome was determined to have a significant impact	Included

	based on the SROI principle of materiality.	
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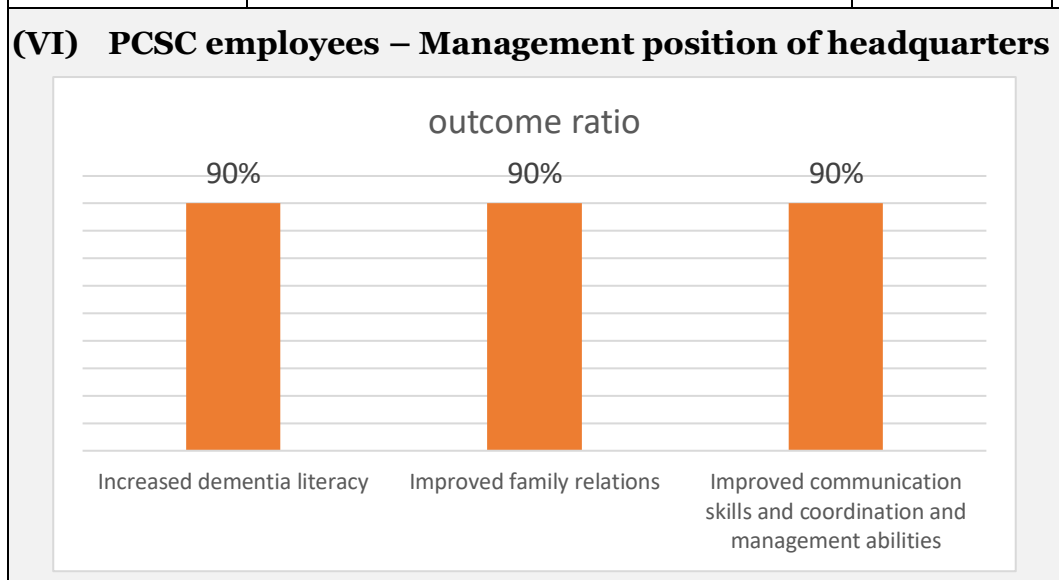
Name of outcome	Description	Inclusion/Exclusion
Increased dementia literacy	The questionnaire survey showed on average 95% of family members indicated a significant improvement in dementia literacy, and the outcome's importance of 7.09 reached the threshold. Among the family members, 59% indicated that the event rid them of stereotypes on dementia. Hence, this outcome was determined to have a significant impact based on the SROI principle of materiality.	Included
Improved family relations	The questionnaire survey showed on average 95% of family members indicated that it significantly improved family relations, and the outcome's importance of 7.05 reached the threshold. Among the family members, 82% provided feedback that they had more things to talk about with elderly people with dementia. Hence, this outcome was determined to have a significant impact based on the SROI principle of materiality.	Included

**(V) President Chain Store Corporation**



Name of outcome	Description	Inclusion/Exclusion
Improved CSR image	<p>The questionnaire survey showed that the importance of improved CSR image to PCSC reached 8.30. Among management position of headquarters, 80% replied that they significantly gained more support and cooperation with external units, and felt that the company has become a benchmark in Taiwan in the care of elderly people. Furthermore, we analyzed how much the degree of recognition of other types of stakeholders towards PCSC through the questionnaire survey, and found that most people shared with others that PCSC is a good company that exerts great effort in charity after they participated in the activity. In particular, 84% of PCSC employees, 95% of family members, and 82% of social welfare workers were happy to promote the company. Hence, we determined that the outcome had a significant impact based on the SROI principle of materiality. Since PCSC as a whole is the stakeholder, the outcome incidence was 100%.</p>	Included
Better business performance	<p>The questionnaire survey showed that among the 8 convenience stores included in this evaluation, management position of headquarters replied that on average 80% of stores significantly</p>	Included

	<p>increased their revenue, and the outcome's importance of 7.56 reached the threshold. Among employees in managerial positions, 90% indicated that they noticed customers regularly visited the convenience stores when the senior interns were there, and analysis from the perspective of non-employee stakeholders showed that on average 66% were willing to take action to support elderly people during working hours. Furthermore, 63% indicated that they will choose PCSC first when they need to buy something. Hence, this outcome was determined to have a significant impact based on the SROI principle of materiality.</p>	
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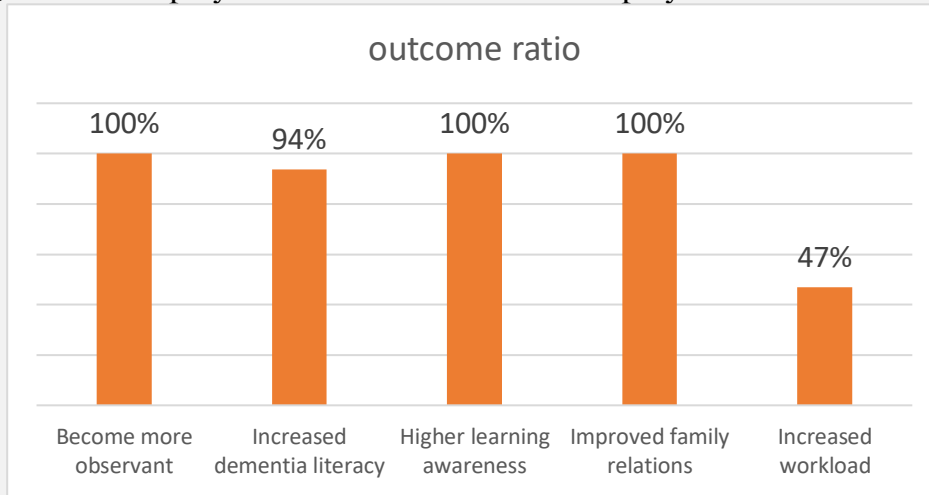


Name of outcome	Description	Inclusion/Exclusion
Increased dementia literacy	The questionnaire survey showed that on average 90% of employees in managerial positions significantly improved their dementia literacy, and the outcome's importance of 8.00 reached the threshold. Among employees in managerial positions, 90% indicated that they were willing and knew how to interact with elderly people with dementia, and were willing to let family and friends actively interact with elderly people with dementia. Hence,	Included



	this outcome was determined to have a significant impact based on the SROI principle of materiality.	
Improved family relations	The questionnaire survey showed that on average 90% of employees in managerial positions significantly improved their family relations, and the outcome's importance of 7.90 reached the threshold. Among the employees in managerial positions, 90% took tangible action, including being willing to interact with elderly people at home, and becoming more concerned about the physical health of family members. Hence, this outcome was determined to have a significant impact based on the SROI principle of materiality.	Included
Improved communication skills and coordination and management abilities	The questionnaire survey showed that on average 90% of employees in managerial positions significantly improved their communication skills and coordination and management abilities, and the outcome's importance of 7.90 reached the threshold. Among employees in managerial positions, 90% felt that the way they communicated was more flexible, and 80% understood how to organize a wider variety of events at other stores. Hence, this outcome was determined to have a significant impact based on the SROI principle of materiality.	Included

**(VI) PCSC employees – Convenience store employees**



<b>Name of outcome</b>	<b>Description</b>	<b>Inclusion/Exclusion</b>
Better customer service	The questionnaire survey showed that 100% of store employees improved their ability to read people due to the activity, and the outcome’s importance of 8.34 reached the threshold. Among store employees, 78% were more willing to spend time helping elderly people learn, and 75% would actively care for other elderly customers in the store. Hence, this outcome was determined to have a significant impact based on the SROI principle of materiality.	Included
Increased dementia literacy	The questionnaire survey showed that 94% of store employees significantly improved their dementia literacy, and the outcome’s importance of 8.09 reached the threshold. Among store employees, 81% were not only willing, but also knew how to interact with elderly people with dementia. Hence, this outcome was determined to have a significant impact based on the SROI principle of materiality.	Included
Higher learning awareness	The questionnaire survey showed that 100% of store employees clearly had higher learning awareness, and the outcome’s importance of 8.19 reached the threshold. Among store employees,	Included

	78% believed that interacting with elderly people with dementia helped them improve related skills or increased their desire to learn. Hence, this outcome was determined to have a significant impact based on the SROI principle of materiality.	
Improved family relations	The questionnaire survey showed that 100% of store employees clearly felt improved family relations, and the outcome's importance of 8.28 reached the threshold. Among store employees, 84% understood that having family members by their side is a rare blessing, and 78% resolved to further show concern about the physical health of family members. Hence, this outcome was determined to have a significant impact based on the SROI principle of materiality.	Included
Increased workload	The questionnaire survey showed that on average 47% of store employees had significantly increased workloads, and the outcome's importance of 6.52 reached the threshold. This was mainly due to 41% of people indicating that they increased the frequency of appeasing customers, and 33% felt mental fatigue because the effects of teaching elderly people with dementia did not meet expectations. Among store employees, only 28% did not respond that this situation occurred. Hence, this negative outcome was determined to have a significant impact based on the SROI principles of materiality and do not over-claim.	Included
<b>(VII) Regular customers</b>		
<b>Name of outcome</b>	<b>Description</b>	<b>Inclusion/Exclusion</b>
Increased dementia literacy	Based on information on outcome indicators from results of the questionnaire survey and the Catholic Charity Foundation's previous survey	Included

	<p>results, 90% of regular customers had significantly better dementia literacy, and the outcome's importance of 8.26 reached the threshold. Among regular customers, 91% stated that they had family members with dementia and were not afraid of letting other people know, and 87% actively found elderly people that suspected of having dementia around them. Hence, this outcome was determined to have a significant impact based on the SROI principle of materiality.</p>	
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### III. Amount of change and Outcome quantity

We have stated in the foregoing that the outcome ratio is “Number of people whose degree of change is 50% or above / Number of valid questionnaires.” Then, here, we calculate the outcome quantity based on “Outcome ratio \* Population of each type of stakeholder.” For example: The outcome quantity for “increased dementia literacy” by family members of the elderly is: “There are 49 family members of the elderly \* The outcome ratio is 95% = 46.55.” After rounding, the number of family members of the elderly who have increased dementia literacy is 47. The calculated values of the remaining outcomes have been disclosed in “Chapter 4, Section 1, Present Value of outcome.”

There are two situations for those who are not included: first, the stakeholders indicate that the positive or negative outcomes have not any specific changes; second, the degree of change is less than 50%, and the outcomes are excluded from the outcome ratio based on the principle of materiality. Calculation. The statistical results of the questionnaire are summarized as follows. It can be found that most of the stakeholders who are not included in the calculation are not unchanged, but the degree of change is relatively insignificant. Through interviews to understand, most of these objects have accumulated similar experience in their original job roles or daily life, so the intensity of stimulation that can be caused by the activity is relatively low for them.

### IV. Duration of outcomes

The period each outcome occurred was different, and the duration of each outcome also varied. In the questionnaire, each outcome's duration was only further assessed for subjects that had the outcome. To respect how every stakeholder feels, we calculated the weighted average duration of each outcome, and also referenced the project scope and related literature. If there was a significant difference, we would confirm it with stakeholders again.

After conducting the questionnaire survey, the weighted average duration of outcomes was rounded to 1 year. The third phase of engagement results are as follows. We verified there were no significant biases in the report data. Please refer to Chapter 4, Section 1 for the duration of each outcome.

1. Most stakeholders who directly participated in the activity stated that the length a feeling persisted was related to the degree of participation. In the third phase of engagement, we confirmed with stakeholders in the two stores that have operated for over one year that the outcomes still had an impact after the first year. Stakeholders in stores that have operated for less than one year indicated that the impact lasted for approximately one year after they began participating in the activity, and a small portion believed that the duration was twice the length of participation. We took into consideration the fact that 75% of stores in this evaluation have operated for less than 1 year, and therefore believe that a duration of 1-2 years is reasonable. We used a conservative estimate of 1 year and adjusted the duration of some outcomes to 2 years in the sensitivity analysis.
2. With regard to outcomes of elderly people with dementia, family members and social welfare workers indicated that elderly people were mentally and emotionally more stable after participating in the activity, but the good condition did not extend for a long time and could be maintained for about 1 year. Family members are indirectly influenced by elderly people with dementia, so both felt the outcome for about the same amount of time. Furthermore, we referenced related SROI reports<sup>18</sup>, and most used 1-2 years as the duration of outcomes. Hence, this study used a conservative estimate of 1 year.
3. It is worth noting that in the first phase of interviews, most stakeholders believed that consumers randomly visited convenience stores to buy things for their personal needs, and the length of contact is irregular and short-live, so there might not be any significant changes. Therefore, the duration of outcomes should be less than 1 year. However, this study only included regular customers that visited the store during the activity in the evaluation. After discussing again with stakeholders in the third phase indicated that regular customers come in contact with the activity more frequently than ordinary customers. Apart from cognitive influence, they were reminded of the elderly interns in their daily lives when discussing health issues with others, and were more likely to take action and willing to share their experience and knowledge with family and friends. Hence, the outcome is expected to last for 2-3 years. However, we took into consideration the opinion of most regular customers in the questionnaire survey that the duration was 1 year, and that feedback was included in the sensitivity analysis.

#### V. Financial proxies

Financial proxies serve to convert the changes experienced by various stakeholders into an appropriate monetary value. The steps and methods for determining financial proxies in this study are as follows, in order to validate the outcome valuations' reasonableness and representativeness.

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<sup>18</sup>Please refer to Appendix 1, References 8 & 9 for details.

1. Decide the valuation method

In the process of engaging stakeholders, we asked them if each outcome had a value that could be estimated, or if similar events could generate the same effect, collecting feedback from different stakeholders on how to convert the value of outcomes. Furthermore, we reviewed literature for financial proxies of similar outcomes in related SROI reports, and then selected the most suitable valuation method for the type of stakeholder or outcome.

Stakeholders		Valuation method	Reason for selection
Elderly people with dementia		The Revealed Preference Method, The Cost Valuation Method	✓ The Revealed Preference Method: Stakeholders are able to state or find most channels that can replace the market value.
Social welfare organizations		The Revealed Preference Method	
Social welfare workers	Administrative personnel	The Revealed Preference Method	✓ The Stated Preference Method: Stakeholders are able indicate the price they are willing to pay or be compensated in a hypothetical situation. In this study, a price that the stakeholder would be willing to pay was converted into a positive outcome, and a compensation amount was converted into a negative outcome.
	Social workers	The Stated Preference Method	
	Care attendants	The Revealed Preference Method, The Stated Preference Method	
Family members of the elderly		The Revealed Preference Method	✓ The Cost Valuation Method: The outcome had
President Chain Store Corporation		The Revealed Preference Method	
PCSC employees	Management position of headquarters	The Revealed Preference Method	

Stakeholders		Valuation method	Reason for selection
	Convenience store employees	The Revealed Preference Method, The Stated Preference Method	specific research data to follow, and was converted into the cost of taking care of the elderly with dementia in this study.
Regular customers		The Revealed Preference Method	

## 2. Options design

We designed 3-6 similar financial proxies for each outcome, or the same financial proxy but with varying frequencies or degrees, and ranked them from low to high value. We also retained an open-ended option for stakeholders to select the closest outcome value to their opinion based on their situation. Please see Appendix 4 for details on financial proxies for outcomes of various stakeholders.

## 3. Confirmation of calculated value

We used the weighted average of survey results to avoid biasing the results with specific stakeholders' choices. After verification in the third phase of engagement, we asked stakeholders to validate the outcomes, valuation methods, and prices selected. For example, stakeholders indicated that "Delaying the progression of dementia" reduced caretaking cost. The length of participation in the activity by the 26 elderly people with dementia must be taken into consideration. After discussion, we calculated the service duration of elderly people with dementia using the weighted average of 1-3 years, and used 1.54 years to adjust the financial proxy for "Delaying the progression of dementia" to obtain a reasonable value that better matched the actual situation.

In addition, we also asked each stakeholder in the questionnaire and interview to rank the outcomes according to the order of importance, in order to validate whether the selected financial proxies really reflected the relative importance of each outcome in their minds. If there were any inconsistencies, interviews were held to determine the reasons and amend the conclusion. Finally, we adjusted and looked into all relatively uncertain factors in the process during the sensitivity analysis.

## VI. Adjusting factors

According to the SROI standards, it is necessary to exclude factors that do not belong to the activity in this evaluation. To comply with the SROI principle of "do not over-claim," we considered the four adjusting factors in different phases, and mainly used quartiles in the questionnaire survey for stakeholders to assess each outcomes, using weighted average to calculate the percentage.

Finally, we referenced SROI reports on similar topics, and verified with stakeholders whether there was a significant difference in results. Please see Chapter 4 Section 1 for details on percentages of each adjusting factor.

1. Deadweight:

Refers to the percentage of the outcome that will naturally occur, regardless of implementation or participation in the activity. The deadweight of most outcomes in this evaluation was 30-50%, figures that were particularly high or low and worth discussing are explained below:

Stakeholders		Outcomes	Deadweight	Description
Elderly people with dementia		Increased happiness in life	0%	Social welfare workers indicated that elderly people with dementia have mostly the same routines in life, and they do not experience happiness if they did not regularly go out to participate in the activity as they have short memories and easily forget things.
Social welfare workers	Social workers	Increased work stress	71%	Social workers indicated that stress is unavoidable. On one hand, this is affected by the number of people accepted by the daycare center. On the other hand, they must keep the physical deterioration of elderly people in mind and cannot predict what will happen, so they naturally have greater work stress.
		Increased	69%	Most social workers



		work pleasure		indicated that they liked being with elderly people, and the relationships and interactions with elderly people built over time makes their work more fun.
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2. Attribution:

Refers to changes that occurred in this activity that may be contributed to other factors, that is, the percentage of an outcome that did not result from the activity. The attribution of most outcomes in this evaluation was 30-50%, figures that were particularly high or low and worth discussing are explained below:

Stakeholders		Outcomes	Attribution	Description
Elderly people with dementia		Increased happiness in life	0%	Social welfare workers indicated that the daycare center arranges a variety of group courses, but elderly people with dementia only come in contact with the teachers and personnel of the institution. The greatest feature of this activity is interactions with community residents, and the effects cannot be achieved by existing events.
Social welfare workers	Social workers	Increased work stress	71%	From the perspective of social workers, participation in the activity is the same as their routine work.

				Most organizations also take elderly people to nearby locations, such as tourism factories or scenic spots, markets, and hypermarkets, and each trip had a similar effect.
		Increased work pleasure	64%	Social workers indicated that they regularly discuss and arrange suitable activities with for elderly people. The different opinions make everyone feel that work is more fun. Furthermore, having elderly people suddenly show them concern during work also made them feel more passionate about work.
President Chain Store Corporation		Better business performance	61%	The store manager and regional advisor indicated that the activity was during off-peak hours, and they did not feel a significant improvement in business. Even if there was an improvement, it was due to other promotions that the convenience store ran.

### 3. Drop-off:

This refers to the rate at which the effects of the outcome slowly diminish over time; in short, it is the rate at which effects of the outcome decrease year by year. The drop-off of most outcomes in this evaluation was 0-30%, figures that were particularly high or low and worth discussing are explained below:

Stakeholders	Outcomes	Drop-off	Description
Elderly people with dementia	Delaying the progression of dementia	75%	Based on literature <sup>19</sup> and feedback from social welfare workers and family members, since dementia is an irreversible disease, even if participation in the activity was helpful, it can only slow the progression, and the illness will still slowly progress to the next phase. Hence, the outcome can only be maintained for a limited amount of time.
	Improved confidence and sense of achievement	50%	Based on observations of social welfare workers and store employees, elderly people with dementia truly felt they were good at something when they first participated, but the feeling slowly went away once they became used to the work.
Convenience store employees	<b>Increased workload</b>	50%	Most employees indicated that their work stress originated from not knowing how to interact

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<sup>19</sup> National Taiwan University Hospital (2014). Dementia and mental health. Mental Health monograph of the Ministry of Health and Welfare, 19, 1-43.

			with elderly people with dementia, and they needed to pay attention to other matters in the process. However, once they got used to it after a period of time, it became less of a burden.
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According to the SROI Guide, if the duration of an outcome exceeds one year, then drop-off only needs to be considered when calculating the outcome's value in the second year. After engaging stakeholders through interviews and questionnaires, we found that the project only had one outcome with a duration of 2 years, so drop-off does not need to be considered when calculating the value of other outcomes.

4. Displacement:

Refers to the amount of changes that have been moved elsewhere, that is, the activity achieving the outcome in the target group, but passes on the problem to other places or onto others.

The activity set out to improve people's understanding of dementia, and allow elderly people with dementia to live with dignity. After engaging stakeholders in each phase, no displacement to other places or stakeholders was found. After reviewing literature and SROI reports on similar topics<sup>20</sup>, it mainly refers to the pressure of caregivers to balance care and other responsibilities. This negative outcome has been included in the calculation, apart from this, we did not find a significant possibility of displacement. Hence, this study does not include displacement in the calculation of impact, but uses it for adjustment and testing in the sensitivity analysis.

Stakeholders	Outcomes		Deadweight	Attribution	Drop-off
Elderly people with dementia	Delaying the progression of dementia	Slowing the deterioration in cognitive function	48%	46%	75%
		Lowering the frequency of behavioral and psychological symptoms of			

<sup>20</sup> Please refer to Appendix 1, References 14 & 15 for details.

Stakeholders		Outcomes	Deadweight	Attribution	Drop-off
		dementia (BPSD)			
		Improved confidence and sense of achievement	40%	40%	50%
		Increased happiness in life	0%	0%	0%
Social welfare organizations		Increased visibility of the organization	38%	46%	0%
		Increased resources network	44%	44%	0%
		Increased organizational cohesion	40%	59%	0%
Social welfare workers	Administrative personnel	Improved job satisfaction	51%	56%	0%
	Social workers	Increased work stress	71%	71%	0%
		Increased work pleasure	69%	64%	0%
	Care attendants	Increased work pleasure	48%	35%	0%
		Reduced the stress of care	58%	42%	0%
Family members of the elderly		Increased dementia literacy	38%	42%	25%
		Improved family relations	38%	45%	25%
President Chain Store Corporation		Improved CSR image	28%	28%	25%
		Better business performance	44%	61%	25%
PCSC employees	Management position of headquarters	Increased dementia literacy	25%	25%	17%
		Improved family relations	50%	38%	20%
		Improved communication skills and coordination and management abilities	50%	33%	13%
	Convenience store employees	Better customer service	30%	25%	29%
		Increased dementia literacy	27%	18%	25%
		Higher learning awareness	34%	32%	30%
		Improved family relations	31%	29%	20%
		Increased workload	43%	45%	50%
Regular customers		Increased dementia literacy	32%	30%	31%

## Chapter 4 SROI Calculation<sup>21</sup>

### Section 1 Present Value of outcome

In the section above, we validated the stakeholders' chain of events and outcomes, and identified the indicators, financial proxies and adjusting factors. We then calculated the values of these outcomes for each of our stakeholders.

The discount rate used in this report is 1.04%, the three-year interest rate for fixed deposits offered by Chunghwa Post. The activity's Social Return on Investment (SROI) is calculated by dividing the outcomes' present value by the total value of inputs:  $9,019,989/1,958,272=4.61$

We calculated the impacts of the outcomes derived from the above-mentioned stakeholder engagement, with each outcome's value (in NT\$) calculated as follows:

$$\text{Outcome value} = \text{Outcome quantity} * \text{outcome valuation} * (1 - \text{Deadweight}) * (1 - \text{Displacement}) * (1 - \text{Attribution}) * (1 - \text{Drop-off})$$

Stakeholders		Outcomes	Amount of change (Outcome ratio)	Outcome quantity <sup>22</sup>	Duration (years)	Outcome valuation (NT\$)	Outcome value		
Name	Population/unit						Year 0 (in period of activity)	Year 1	Total
Elderly people with dementia	26	Delaying the progression of dementia Slowing the deterioration in cognitive function	92%	24	1	369,600	2,463,048	0.00	2,463,048

<sup>21</sup> For the detailed impact map, please see Appendix 5.

<sup>22</sup> Outcome quantity=Population or unit\*Amount of change (Outcome ratio)

Stakeholders		Outcomes	Amount of change (Outcome ratio)	Outcome quantity <sup>22</sup>	Duration (years)	Outcome valuation (NT\$)	Outcome value		
Name	Population/unit						Year 0 (in period of activity)	Year 1	Total
		Lowering the frequency of behavioral and psychological symptoms of dementia (BPSD)	89%	23	1	92,400	590,105	0.00	590,105
		Improved confidence and sense of achievement	63%	16	1	12,121	69,253	0.00	69,253
		Increased happiness in life	100%	26	1	6,050	157,298	0.00	157,298
Social welfare organizations	6	Increased visibility of the organization	77%	5	1	30,684	51,251	0.00	51,251
		Increased resources network	68%	4	1	36,000	44,556	0.00	44,556
		Increased organizational cohesion	71%	4	1	353,838	349,120	0.00	349,120
Administrative personnel	26	Improved job satisfaction	73%	19	1	12,343	50,419	0.00	50,419
	10	Increased work stress	33%	3	1	(14,000)	(3,573)	0.00	(3,573)

Stakeholders		Outcomes	Amount of change (Outcome ratio)	Outcome quantity <sup>22</sup>	Duration (years)	Outcome valuation (NT\$)	Outcome value		
Name	Population/unit						Year 0 (in period of activity)	Year 1	Total
Social workers		Increased work pleasure	67%	7	1	7,000	5,407	0.00	5,407
Care attendants	13	Increased work pleasure	69%	9	1	5,733	17,357	0.00	17,357
		Reduced the stress of care	62%	8	1	5,363	10,471	0.00	10,471
Family members of the elderly	49	Increased dementia literacy	95%	47	1	12,600	214,504	0.00	214,504
		Improved family relations	95%	47	1	19,673	315,213	0.00	315,213
President Chain Store Corporation	<sup>123</sup>	Improved CSR image	100%	1	1	1,377,684	724,145	0.00	724,145
	<sup>824</sup>	Better business performance	80%	6	1	536,619	695,618	0.00	695,618
Management position of headquarters	12	Increased dementia literacy	90%	11	1	14,000	86,625	0.00	86,625
		Improved family relations	90%	11	2	45,333	155,833	124,667	280,500
		Improved communication skills and coordination and management abilities	90%	11	1	6,133	22,770	0.00	22,770

<sup>23</sup> This is a unit, representing 1 company

<sup>24</sup> The 8 “What Time Is It? Cafés”



Stakeholders		Outcomes	Amount of change (Outcome ratio)	Outcome quantity <sup>22</sup>	Duration (years)	Outcome valuation (NT\$)	Outcome value		
Name	Population/unit						Year 0 (in period of activity)	Year 1	Total
Convenience store employees	32	Better customer service	100%	32	1	19,500	329,063	0.00	329,063
		Increased dementia literacy	94%	30	1	12,400	224,099	0.00	224,099
		Higher learning awareness	100%	32	1	10,200	147,322	0.00	147,322
		Improved family relations	100%	32	1	11,423	178,667	0.00	178,667
		Increased workload	47%	15	1	(7,108)	(33,405)	0.00	(33,405)
Regular customers	355	Increased dementia literacy	90%	321	1	13,263	2,031,440	0.00	2,031,440
Total Present Value (PV)							\$9,019,989		
Total inputs							\$1,958,272		
Net present value (total present value - total inputs)							\$7,061,717		
Social Return on Investment (SROI) <sup>25</sup>							4.61		

<sup>25</sup> Social Return on Investment (SROI) = Total present value/total inputs.

## Section 2 Sensitivity Analysis

Since the calculation of SROI takes qualitative and narrative information, which is not quantified, and assigns monetary value to it, there is a great deal of assumption and estimation involved. The SROI Guide require that each analysis report include a sensitivity analysis and disclose relevant information, to ensure that the results are objective and verifiable. We reviewed literature and considered the opinions of stakeholders, and then summarized adjustments below. The results of the sensitivity analysis are in the range 3.22-5.51:

SROI rate	Adjustment	Adjustment description
4.15~5.07	SROI results	To make results more rigorous and objective, the original calculation results was increased or decreased by 10%.
4.49~4.72	Outcome ratio	The Catholic Charity Foundation's existing questionnaire showed the incidence of each outcome among regular customers, but could not accurately calculate the incidence of changes reaching 50% or above. Hence, the outcome incidence was adjusted to a range of plus and minus 10%.
4.94	Duration of outcomes	The duration of outcomes among stakeholders who accompany elderly people with dementia was extended to 2 years, including social workers, care attendants, and convenience store employees.
4.91		The duration of social welfare organizations' "Increased visibility of the organization" and PCSC's "Improved CSR image" was extended to 2 years.
4.87		The duration of PCSC's "Better business performance" was extended to 2 years.
5.51		The duration of "Increased dementia literacy" among all stakeholders was extended to 2 years.
4.43	Financial proxies	The medical expense for the frequency of BPSD among elderly people with dementia

<b>SROI rate</b>	<b>Adjustment</b>	<b>Adjustment description</b>
		was adjusted from NT\$5,000 per month to NT\$2,000.
4.62		The valuation of the outcome among social welfare organizations “Increased visibility of the organization” was raised to NT\$50,000.
4.53		The valuation of the outcome among social welfare organizations “Increased organizational cohesion” was lowered to NT\$200,000.
3.95		The pricing of the course for all stakeholders’ “Increased dementia literacy” was changed to 6 months.
4.57	Deadweight	The percentage of convenience store employees “Better customer service” was raised to 60% and “Higher learning awareness” was raised to 50%.
4.57		If equal to or less than 10% reset at 41% of the questionnaire’s average results.
4.57	Attribution	Based on the most conservative opinions of stakeholders, the attribution of “Increased happiness in life” of elderly people with dementia was raised to 50%.
4.57		If equal to or less than 10% reset at 40% of the questionnaire’s average results.
3.22~4.15	Displacement	0% was adjusted to 10% or 30%.
4.56	Total outcome value	With consideration to the principle of materiality, outcomes that accounted for less than 1% of the overall impact were excluded, including “Increased work stress” among social workers, “Reduced the stress of care” among care attendants, “Improved communication skills and coordination and management abilities” among management position of headquarters, “Increased work

<b>SROI rate</b>	<b>Adjustment</b>	<b>Adjustment description</b>
		pleasure” among social workers and care attendants, and “Increased resources network” among social welfare organizations.

### **Section 3 Verifying Results**

Through the process of verifying results in the third-phase engagement, we confirmed and analyzed all the outcomes with the stakeholders. Please refer to the “Statistical Table of number of stakeholders in each phase of engagement” in Chapter 3, Section 1 for the numbers of stakeholders involved in verification. In addition, through the engagement process, we consulted the relevant literature<sup>26</sup> to confirm that the study as a whole and analyzed outcomes complied with actual circumstances. Verification was as follows:

#### **I. Confirming the outcome chain of events**

We asked the stakeholders to confirm whether the outcome chain of events' text and processes complied with their experiences. The outcome chain of events uses interviews and questionnaires with the various stakeholders; thus, during the verification stage, most of the stakeholders agreed with the outcome processes sketched out in the chain of events.

#### **II. Confirming calculation results**

We explained the logic of calculation used in the impact map to the stakeholders, as well as what it represents, in particular, the financial proxies. We further confirmed the materiality of the outcomes for the stakeholders, in order to confirm whether their opinions were consistent with the final calculation results. We confirmed that the results showed the stakeholders all agreed with our calculation results and responded that they considered the results to match their personal feelings.

#### **III. Other recommendations and ideas**

During the final outcome verification engagement, we asked the stakeholders again whether there were material, significant impacts or changes that we had not included, and if they had any suggestions to improve the project. We shared the information we collected with 104 and included it within the conclusions of this report.

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<sup>26</sup> Please refer to Appendix 1, References 7, 14, 15 and 18 for details.

## Chapter 5 Conclusion

### I. Results Analysis

#### (I) Review of goal setting

We verified project results through each phase of engagement with stakeholders, and found that the project mostly achieved its goals. The goals and corresponding results are described below:

★ Create a friendly space for an innovative caretaking model that makes daily life a part of rehabilitation

☑ On average 86% or above of elderly people with dementia maintained their cognitive functions (memory, language, and personality), lowered the frequency of BPSD (emotions, speech, and actions), and increased the frequency of interactions with others

☑ On average 92% or above of care attendants felt their caretaking stress had lifted because elderly people were able to better express their opinions and intentions

☑ On average 68% or above of social welfare organizations increased their visibility, i.e., they were interviewed by more media and had a greater online voice

★ Become a social demonstration platform that does not allow people to be stigmatized or labeled by dementia

☑ On average 81% or above of convenience store employees were willing and knew how to interact with people with dementia, and thus understood how rare and precious it was to have family at their side

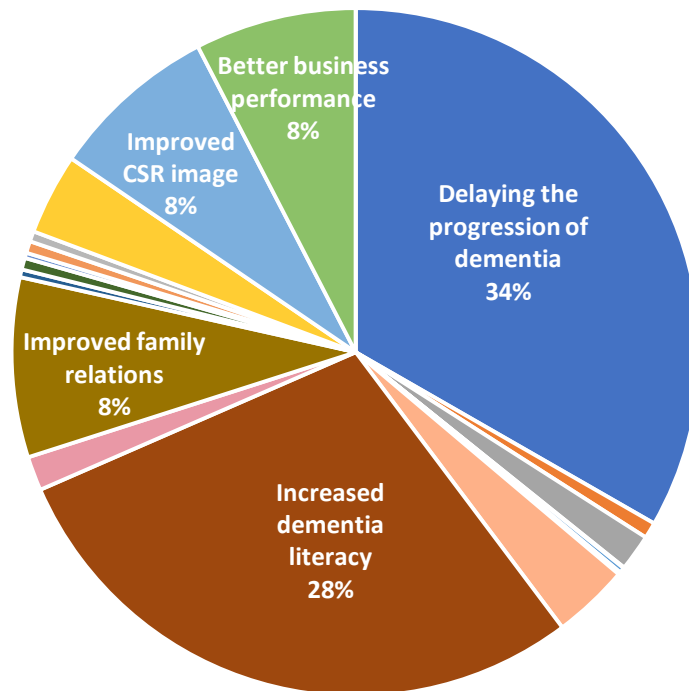
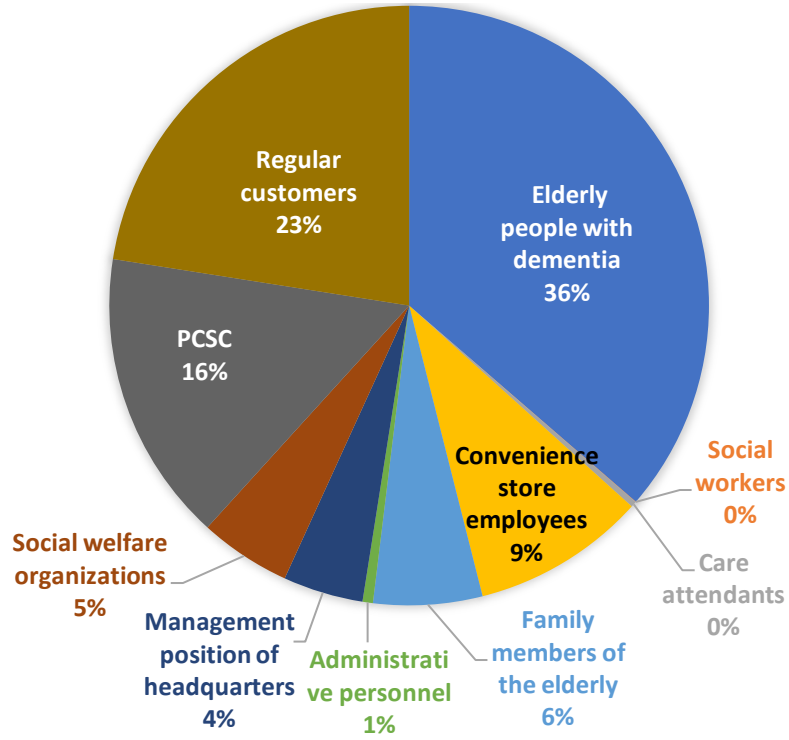
☑ On average 82% or above of family members had more to talk about with elderly people with dementia

☑ On average 76% or above of regular customers became more aware of the warning signs of dementia, and were willing and knew how to interact with people with dementia

#### (II) Review of outcomes

“What Time Is It? Café” mainly targets elderly people with dementia, and this evaluation found that they accounted for the highest percentage of the project’s total outcome value at 36%, in which the outcome “Delaying the progression of dementia” had the highest value. Elderly people with dementia were directly impacted and benefitted the most from the activity. Even though regular customers were indirect stakeholders, they accounted for 23% of the total value of all project outcomes, the second highest. This was mainly due to the large population. Furthermore, “increased dementia literacy,” the only outcome among regular customers, was a common outcome among stakeholders and ranked second among all outcomes. This corresponds to the project’s goal to increase dementia literacy among the general public. The top two outcomes and their corresponding stakeholders show that the activity indeed help slow the progression of dementia and create a community environment that is friendly to people with dementia. Please refer to the figure below for the remaining outcomes. Only the outcomes that accounted for 5% or

above of the overall value are listed in the pie chart, and the remaining outcomes of the stakeholders are broken down and sorted by the following table to show the overall value flow.



<b>Sort by value percentage</b>	<b>Outcomes</b>	<b>Stakeholders</b>
27%	Delaying the progression of dementia - Slowing the deterioration in cognitive function	Elderly people with dementia
23%	Increased dementia literacy	Regular customers
8%	Improved CSR image	President Chain Store Corporation
8%	Better business performance	President Chain Store Corporation
7%	Delaying the progression of dementia - Lowering the frequency of behavioral and psychological symptoms of dementia (BPSD)	Elderly people with dementia
4%	Increased organizational cohesion	Social welfare organizations
4%	Better customer service	Convenience store employees
3%	Improved family relations	Family members of the elderly
3%	Improved family relations	Management position of headquarters
2%	Increased dementia literacy	Convenience store employees
2%	Increased dementia literacy	Family members of the elderly
2%	Improved family relations	Convenience store employees
2%	Increased happiness in life	Elderly people with dementia
2%	Higher learning awareness	Convenience store employees
1%	Increased dementia literacy	Management position of headquarters
1%	Improved confidence and sense of achievement	Elderly people with dementia
1%	Increased visibility of the organization	Social welfare organizations

Sort by value percentage	Outcomes	Stakeholders
1%	Improved job satisfaction	Administrative personnel
0%	Increased resources network	Social welfare organizations
0%	Increased workload	Convenience store employees
0%	Improved communication skills and coordination and management abilities	Management position of headquarters
0%	Increased work pleasure	Care attendants
0%	Reduced the stress of care	Care attendants
0%	Increased work pleasure	Social workers
0%	Increased work stress	Social workers

## II. Follow-up Management

The most important purpose of this project is not to calculate the SROI value, but to provide a basis for continued project adjustment. During the calculation process, we made the following findings and offer the following suggestions for follow-up project management based on stakeholder feedback and calculation results, in hopes of optimizing the project and maximizing social impact through this study.

### (I) Project findings

Elderly people with dementia	Due to the characteristics of dementia, the duration of outcomes among elderly people is short with high drop-off.
	<ol style="list-style-type: none"> <li>1. The percentages of outcomes were similar in elderly people who participated in the activity 11-20 times and 21 times or above.</li> <li>2. “Improved confidence and sense of achievement” did not increase among elderly people who participated in the activity more times due to the deterioration in short-term memory.</li> <li>3. The average impact per elderly person with dementia was 126,142, the highest among stakeholders, and increasing the number of people had a greater impact than extending the activity period.</li> </ol>
Family members of	There was no significant difference in the valuation of “Increased dementia literacy” by stakeholders.



the elderly, Convenience store employees, and Regular customers	Regular customers are indirect stakeholders, but their valuation of the outcome was not lower than family members and convenience store employees, meaning that the frequency of participation was not a key factor.
PCSC employees	Management position of headquarters felt greater improvement in their family relations and longer duration than convenience store employees.
	<ol style="list-style-type: none"> <li>1. In general, managerial positions have high salaries, while store employees start at minimum wage, so there is a significant difference in their family expenses.</li> <li>2. Employees in managerial positions are general older and have more experience with the lifestyle of the older generation, so they feel more strongly about outcomes.</li> <li>3. The age of store managers is similar to employees in managerial positions, but there are more store employees and they dilute the store manager's opinion after calculating the weighted average.</li> </ol>
Social welfare organizations	The impact on social welfare organizations internally is greater than their image and resources externally.
	The foundation employees care about the internship situation and creating a more harmonious working atmosphere, which allows them to develop a deeper understanding of the abilities of elderly people, so they can further adjust internal activities to make them more suitable for elderly people. This has a substantial effect on services and work performance.

(II) Project recommendations

Elderly people with dementia	Maintain the diversity of internship work
	Convenience stores should keep things fresh for elderly people when they serve as interns, such as working behind the cash register every other week, making coffee, and organizing products, or gradually increasing the difficulty based on individual ability. This motivates elderly people to go outdoors, which further keeps them in a stable state and slows the drop-off.
	Try to obtain non-verbal information through more observation and interaction

	<p>The communication barriers of the elderly people are a research limitation that cannot be solved. The related literature<sup>27</sup> points out that people with dementia usually still maintain sensitivity to non-verbal information and may express themselves through external behavioral responses. Due to the impact of the COVID-19 epidemic during the implementation of this assessment, some stores have suspended activities and cannot go to the social welfare organizations to observe the elders closely. In the future, we can try non-participant observation and pay attention to the non-verbal messages conveyed by the dementia elders in order to improve first-hand research materials.</p>
<p>PCSC and Social welfare workers</p>	<p>Lower labor costs by learning through copying</p>
	<ol style="list-style-type: none"> <li>1. The store manager plays a key role and uses large-scale meetings within the framework of the company's internal operations to share their experience with others. PCSC should survey franchisees willing to participate in the project, and visit the two demonstration stores. Gaining hands-on experience will help simplify matchmaking procedures and reduce repetitive human resources put into the project.</li> <li>2. Let experienced care attendants gain the ability to accompany multiple elderly people, and reduce the number of social workers to reduce negative impacts.</li> </ol>
<p>PCSC and Social welfare organizations</p>	<p>Expand the scale of service and benefit more elderly people</p>
	<p>Expand the number of stores by lowering labor costs, in order to serve more elderly people with dementia. Bring PCSC resources and the operating model back to the care center, so that elderly people who participated in the project can play the role of store manager in a safe environment, and simulate the internship to interact with other elderly people with dementia who have not participated in the event before. This will help extend its effects and encourage even more elderly people who are suitable for the internship to participate.</p>

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<sup>27</sup> Wang Jing-Zhi, Hu Jia-Rong, and Zhang Wen-Yun (2011) Dementia Patients: Effective Communication Strategies. *The Journal of Nursing Research*, 58(1), 85-89.

## Appendix 1 References

No.	Name	Type of report
1	A Guide to Social Return on Investment (2012)	Principle from Social Value International
2	Taiwan Alzheimer Disease Association (2019). Dementia Prevention and Care Policy and Action Plan 2.0. Epidemiological survey on dementia that Taiwan Alzheimer Disease Association was commissioned by the Ministry of Health and Welfare (MOHW) to conduct. Taipei City: Ministry of Health and Welfare.	Government survey report
3	Chiang Chi-Wen and Lin Ya-Feng (2017). Whether medical and care measures for people with dementia appropriate and complete. Retrieved from <a href="https://www.cy.gov.tw/News_Content.aspx?n=124&amp;sms=8912&amp;s=12947">https://www.cy.gov.tw/News_Content.aspx?n=124&amp;sms=8912&amp;s=12947</a> on October 26, 2020	
4	AnkēCare (2018). Constructing a safety net for community life: the development and innovation of Japanese care cafes. Retrieved from <a href="https://www.ankecare.com/2017/4597">https://www.ankecare.com/2017/4597</a> on October 26, 2020	Special Issue Article
5	Yang Meng-Rong, Zhang Guo-Wei, Wang Ai-Ling, and Wu Tai-Lin (2019). <i>Discussion on the use of long-term care Lezhi community service bases by the elderly</i> (Research on the Lezhi Base Project of National Cheng Kung University Hospital Dou-Liou Branch). Chiayi City, Taiwan, ROC: Nanhua University.	Research project
6	Lin Xin-Ying (2017). <i>The community-based study of relationship in older adults' dementia influence factors</i> . Unpublished master's thesis, National Taipei University of Nursing and Health Sciences, Taipei City, Taiwan, ROC.	Research project
7	National Taiwan University Hospital (2014). Dementia and mental health. <i>Mental Health monograph of the Ministry of Health and Welfare, 19, 1-43</i> .	Government survey report
8	Liang Shu-Hui (2018). <i>The Experiences of Male Caregivers Who Take Care of the Relative with Dementia</i> . Unpublished master's thesis, National Taipei University of Nursing and Health Sciences, Taipei City, Taiwan, ROC.	Research project

No.	Name	Type of report
9	Weng Hui-Yuan (2009). Social welfare agencies use corporate resources and challenges. <i>Community development journal quarterly</i> , 126, 34-39.	Research project
10	Standard on Applying Principle 1: Involve stakeholders (Version 2.0)	Principle from Social Value International
11	Standard on Applying Principle 2: Understand what changes	
12	Standard on Applying Principle 3: Value the things that matter	
13	Standard for Applying Principle 4: Only include what is material	
14	Peer Support for people with dementia. A Social Return on Investment (SROI) study	SROI Report
15	Adult and Community Learning Fund: Forecast of SROI of Silver Lining at The Sage Gateshead	
16	WHO. (1998). Health Promotion Glossary. Retrieved from: <a href="http://apps.who.int/iris/bitstream/10665/64546/1/WHO_HPR_HEP_98.1.pdf">http://apps.who.int/iris/bitstream/10665/64546/1/WHO_HPR_HEP_98.1.pdf</a>	Special Issue Article
17	Rosenberg, M. J. and Hovland, C. I. ( 1960 ) ,” Cognitive, affective, and behavioral components of attitude”. In M. J. Rosenberg et al. ( eds, <i>Attitude organization and change : an analysis of consistency among attitude components.</i> New Haven, CT : Yale University Press.	Research project
18	Alzheimer's Disease International (2019) <i>The World Alzheimer Report: Attitudes to dementia.</i> Retrieved from: <a href="https://www.alzint.org/u/World-Alzheimer-Report-2019-Traditional-Chinese_0.pdf">https://www.alzint.org/u/World-Alzheimer-Report-2019-Traditional-Chinese_0.pdf</a> on June 20, 2020	Special Issue Article
19	Lo, Chiu-Ming (2014). <i>An Investigation of the Improvement of the Elderly People’s Sense of Well-being through the Program of “Retrospect Activity” : Based on the Interviews of the People with Moderate Senile Dementia in the Residential Care Home.</i> National Chung Cheng University Institute of Adult and Continuing Education Master Thesis, Unpublished, Chiayi County.	Research project
20	Wang Jing-Zhi, Hu Jia-Rong, and Zhang Wen-Yun (2011) <i>Dementia Patients: Effective Communication Strategies.</i> <i>The Journal of Nursing Research</i> , 58(1), 85-89.	Special Issue Article

## Appendix 2 Engagement Outline and Questionnaire

### I. Phase 1: Understanding changes

Small workshop
<ol style="list-style-type: none"> <li>1. Please describe the project scope and purpose of this evaluation.</li> <li>2. Please describe the project's operation model, services, location expansion, and future goals.</li> <li>3. Please describe all organizations and subjects affected by the project.</li> <li>4. Please indicate the number and difference of each stakeholder?</li> <li>5. Please recommend potential engagement methods for each type of stakeholder, including interview method, time, and whether or not there are statistics of related results or evaluation reports.</li> <li>6. Since the project was implemented, what outcomes or changes have you felt?</li> </ol>
Face-to-face or telephone interviews
<p><b><u>Participation background</u></b></p> <ol style="list-style-type: none"> <li>1. When did you begin to participate in/come in contact with "What Time Is It? Café"? How long did it last?</li> <li>2. Where did the foundation first learn about "What Time Is It? Café" from? Please specify the reason for participation.</li> <li>3. After participating in "What Time Is It? Café," were there any changes in your role or the services you provided in the foundation?</li> <li>4. What difficulties did you encounter when implementing "What Time Is It? Café"?</li> <li>5. Did you/your organization participate in similar projects or events? How much in funding/subsidies did you receive a year?</li> </ol> <p><b><u>Changes in outcomes</u></b></p> <ol style="list-style-type: none"> <li>6. Did participating in the project bring any changes or impact you?</li> <li>7. Which of the above changes do you think are more important? Please provide a brief description.</li> <li>8. How long did the abovementioned changes and effect last?</li> <li>9. Do you think you would have gone through the same changes if you did not participate in "What Time Is It? Café"?</li> <li>10. Besides "What Time Is It? Café," did you gain the same or similar resources or opportunities through other channel?</li> <li>11. Did participating in the project have other positive or negative effects on the people, things, and events around you?</li> </ol> <p><b><u>Other</u></b></p> <ol style="list-style-type: none"> <li>12. Please describe the differences of services currently provided your organization and the project to elderly people with dementia.</li> <li>13. What interview method do you recommend we use for elderly people? Is there anything we should pay attention to during interviews?</li> <li>14. Apart from the discussion above, are there any experience or opinions you would like to share?</li> </ol>

II. Phase 2: Confirming outcomes

<b>Evaluation period: July 2017 to December 2019</b>																						
<b>Basic information</b>	1.1 What is your gender?																					
	1.2 How old are you?																					
	1.3 At which store did you participate in/come in contact with the activity?																					
	1.4 How long have you participated in/been in contact with “What Time Is It? Café” as of December 31, 2019?																					
<b>“Increased dementia literacy,” which is a common outcome among most stakeholders, is used as an example below, and the same questions and logic are used for each outcome:</b>																						
<b>Verification of the chain of events</b>	<p><b>After participating in/coming in contact with “What Time Is It? Café,” do you agree that the following changes occurred in 2017-2019? Please select.</b></p> <table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th style="width: 60%;"></th> <th style="width: 10%;">Strongly agree</th> <th style="width: 10%;">Agree</th> <th style="width: 10%;">No opinion</th> <th style="width: 10%;">Disagree</th> <th style="width: 10%;">Strongly disagree</th> <th style="width: 10%;">Other opinions</th> </tr> </thead> <tbody> <tr> <td style="text-align: center;">outcome</td> <td style="text-align: center;">100%</td> <td style="text-align: center;">75%</td> <td style="text-align: center;">50%</td> <td style="text-align: center;">25%</td> <td style="text-align: center;">0%</td> <td style="text-align: center;">(Open-ended)</td> </tr> <tr> <td>Participating in the activity gave me better understanding of dementia, and I shared related knowledge and experience with people that need it, which helps increase dementia literacy.</td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> </tbody> </table>		Strongly agree	Agree	No opinion	Disagree	Strongly disagree	Other opinions	outcome	100%	75%	50%	25%	0%	(Open-ended)	Participating in the activity gave me better understanding of dementia, and I shared related knowledge and experience with people that need it, which helps increase dementia literacy.						
		Strongly agree	Agree	No opinion	Disagree	Strongly disagree	Other opinions															
	outcome	100%	75%	50%	25%	0%	(Open-ended)															
Participating in the activity gave me better understanding of dementia, and I shared related knowledge and experience with people that need it, which helps increase dementia literacy.																						
<b>Outcome Validation</b>	<p><b>In 2017-2019, did any of the following changes occur in your “understanding of dementia” after participating in the activity? (multiple selections accepted)</b></p> <p><input type="checkbox"/> Rid myself of stereotypes about people with dementia</p> <p><input type="checkbox"/> Willing to and know how to interact with people with dementia</p> <p><input type="checkbox"/> Able to actively find elderly people around me that may potentially have dementia</p> <p><input type="checkbox"/> Will more actively seek experience and information on dementia</p> <p><input type="checkbox"/> Other, please specify: _____</p> <p><input type="checkbox"/> I did not have any of the above changes.</p>																					
	<b>Degree of</b>	<p><b>After the interviews and surveys, we found that the abovementioned changes can increase dementia literacy, what is the degree of change</b></p>																				



<b>Deadweight</b>	<b>Do you think there may be channels or methods other than “What Time Is It? Café” to gain the same degree of change? Please select.</b>				
	There are many other ways to gain the same change (100%)	There are a few other ways to gain the same change (75%)	Other methods have about half the effect (50%)	Other methods have very little effect (25%)	The change brought by “What Time Is It? Café” is irreplaceable (0%)
<b>Attribution</b>	<b>Besides “What Time Is It? Café,” are there other factors that helped you make the following changes? Compared with others factors, how much did “What Time Is It? Café” contribute to each change?</b>				
	All of it was due to “What Time Is It? Café” (0%)	Most if it was due to “What Time Is It? Café” (25%)	“What Time Is It? Café” and other factors each contributed half (50%)	The change was mostly due to other factors (75%)	The change had nothing to do with “What Time Is It? Café” (100%)
<b>Other</b>	<ol style="list-style-type: none"> <li><b>Besides the above, did you experience other changes or effects (positive or negative) brought by “What Time Is It? Café”?</b></li> <li><b>Is there anything you want to say to the organizer or related personnel?</b></li> </ol>				



### III. Phase 3: Verifying results

#### Face-to-face or telephone interviews

1. We determined the main outcomes through interviews and a questionnaire survey. Do you agree with the deduction of this positive/negative effect?
2. How long will the effect of participating in the activity on you last? If the feeling lasts for one year or more, how much do you think it will drop off in the second year?
3. Based on results of the interview and questionnaire survey, we estimated the range of value using similar events and alternatives indicated by most stakeholders, do you agree with the range of value?
4. Continuing the question above, do you believe that the ranking of outcomes according to social impact reflects on the outcome's importance?
5. Based on the interviews and questionnaire survey, stakeholders believe that it is possible for the outcomes to occur without "What Time Is It? Café," do the probabilities seem reasonable based on your experience?
6. Based on the interviews and questionnaire survey, stakeholders believe that in addition to "What Time Is It? Café," other factors also contributed to the outcomes, what is the percentage based on your experience?
7. Do you think there are other important changes that were not included?
8. After participating in the activity, do you have any recommendations for "What Time Is It? Café"?

### Appendix 3 List of Outcome Indicators

Stakeholders	Outcomes		Indicators	Data source
Elderly people with dementia	Delaying the progression of dementia	Slowing the deterioration in cognitive function	Replied at least one of the following changes: <ul style="list-style-type: none"> <li><input type="checkbox"/> Felt that elderly people improved their calculation ability</li> <li><input type="checkbox"/> Felt that elderly people improved their memory</li> <li><input type="checkbox"/> Felt that elderly people had better concentration</li> <li><input type="checkbox"/> Elderly people slept better at the center</li> <li><input type="checkbox"/> Felt that elderly people became more energetic</li> <li><input type="checkbox"/> Elderly people more frequently interacted with others</li> <li><input type="checkbox"/> Elderly people were willing to actively share the contents of their internship</li> <li><input type="checkbox"/> Do elderly people know how to better express their opinions and intentions</li> </ul>	Interviews, questionnaires, literature
		Lowering the frequency of behavioral and	Replied at least one of the following changes: <ul style="list-style-type: none"> <li><input type="checkbox"/> Elderly people have a better appetite on the days they are interns</li> </ul>	

Stakeholders	Outcomes		Indicators	Data source
		psychological symptoms of dementia (BPSD)	<input type="checkbox"/> Elderly people improved their finger coordination <input type="checkbox"/> Are elderly people generally in a better mental state in the center <input type="checkbox"/> Did you feel a decrease in the frequency of BPSD among elderly people <input type="checkbox"/> Felt that elderly people are in a more stable emotional state <input type="checkbox"/> Felt that elderly people are more active in the workplace <input type="checkbox"/> Are elderly people happy as interns <input type="checkbox"/> Do elderly people become less anxious during their internship	
	Improved confidence and sense of achievement		Replied at least one of the following changes: <input type="checkbox"/> Do you feel that elderly people became more confident after participating in “What Time Is It? Café” <input type="checkbox"/> Elderly people look forward to participating in intern activities of “What Time Is It? Café”	Interviews, questionnaires, literature

Stakeholders	Outcomes	Indicators	Data source
		<input type="checkbox"/> Elderly people begin to notice their overall appearance <input type="checkbox"/> Elderly people are more engage in “What Time Is It? Café” than other events <input type="checkbox"/> Did you see a different side of elderly people (did not know they could do this) <input type="checkbox"/> Did you discover that elderly people still have the ability to learn new things	
	Increased happiness in life	Ask stakeholders if the outcome occurred: <input type="checkbox"/> Did elderly people receive gift certificates for the internship <input type="checkbox"/> Did the time of elderly people become more valuable	Interviews, literature
Social welfare organizations	Increased visibility of the organization	Replied at least one of the following changes: <input type="checkbox"/> Is it easier to be interviewed by media <input type="checkbox"/> Are more external organizations actively expressing their intentions to work together <input type="checkbox"/> Are more people making inquiries at the center <input type="checkbox"/> Did you receive more likes online	Interviews, questionnaires, literature

Stakeholders		Outcomes	Indicators	Data source
			<input type="checkbox"/> Did you save time gathering resources	
		Increased resources network	<p>The questionnaire answered whether the positive image brought by the activity would enhance the efficiency of collecting resources:</p> <input type="checkbox"/> Yes, received more donations (including supplies and funds) <input type="checkbox"/> Yes, received more government subsidies <input type="checkbox"/> Yes, gain more opportunities to work together with related organizations <input type="checkbox"/> No	Interviews, questionnaires
		Increased organizational cohesion	<p>Replied at least one of the following changes:</p> <input type="checkbox"/> Employees get along and the company feels like a big family <input type="checkbox"/> Compared with other projects, employees are doing better and more efficient work <input type="checkbox"/> The turnover of employees responsible for this project is relatively low	Interviews, questionnaires, literature
	Administrative personnel	Improved job satisfaction	<p>Replied at least one of the following changes:</p> <input type="checkbox"/> Felt happy because of recognition from family	Interviews, questionnaires,

Stakeholders		Outcomes	Indicators	Data source
Social welfare workers			members of elderly people <input type="checkbox"/> Identified with your job after seeing elderly people make progress <input type="checkbox"/> Remain passionate about your work because you are able to do what you are best at	literature
	Social workers	Increased work stress	Replied at least one of the following changes: <input type="checkbox"/> Only one person was not able to effectively comfort elderly people <input type="checkbox"/> Easily become anxious and nervous when facing people <input type="checkbox"/> Worried about an incident when taking elderly people outdoors <input type="checkbox"/> Internship affairs increase the workload	Interviews, questionnaires
		Increased work pleasure	Replied at least one of the following changes: <input type="checkbox"/> Discovered elderly people still have the ability to learn new things <input type="checkbox"/> Elderly people have different appearance (did not know they could do this) <input type="checkbox"/> Will actively talk and interact with people	Interviews, questionnaires

Stakeholders		Outcomes	Indicators	Data source
Care attendants			<input type="checkbox"/> Feels happier at work the day taking elderly people to convenience stores	
		Increased work stress	Replied at least one of the following changes: <input type="checkbox"/> Only one person was not able to effectively comfort elderly people <input type="checkbox"/> Easily become anxious and nervous when facing people <input type="checkbox"/> Worried about an incident when elderly people go outdoors <input type="checkbox"/> Internship affairs increase the workload	
		Increased work pleasure	Replied at least one of the following changes: <input type="checkbox"/> Discovered elderly people still have the ability to learn new things <input type="checkbox"/> Elderly people have different appearance (did not know they could do this) <input type="checkbox"/> Will actively talk and interact with people <input type="checkbox"/> Feels happier at work the day taking elderly people to convenience stores	Interviews, questionnaires
		Reduced the stress of care	Replied at least one of the following changes:	Interviews,

Stakeholders		Outcomes	Indicators	Data source
			<input type="checkbox"/> Maintained the same quality of sleep in the center as the past <input type="checkbox"/> Maintained the same frequency of BPSD as the past <input type="checkbox"/> Elderly people are able to better express their opinions and intentions	questionnaires
Family members of the elderly	Increased dementia literacy	Replied at least one of the following changes: <input type="checkbox"/> Rid myself of stereotypes about people with dementia <input type="checkbox"/> Willing to and know how to interact with people with dementia <input type="checkbox"/> Able to actively find elderly people around me that may potentially have dementia <input type="checkbox"/> Will more actively seek experience and information on dementia	Interviews, questionnaires	
	Improved family relations	Replied at least one of the following changes: <input type="checkbox"/> Perspective of elderly people changed from passive to positive <input type="checkbox"/> More willing to spend time with family	Interviews, questionnaires	



Stakeholders	Outcomes	Indicators	Data source
		<p>members</p> <ul style="list-style-type: none"> <li><input type="checkbox"/> Have more to talk about with family members and elderly people</li> <li><input type="checkbox"/> No longer reluctant to let others know about elderly people with dementia in your family</li> <li><input type="checkbox"/> Helps lift the caretaking stress of family members</li> </ul>	
President Chain Store Corporation	Improved CSR image	<p>Employees in managerial positions of headquarters replied they had at least one of the following changes:</p> <ul style="list-style-type: none"> <li><input type="checkbox"/> Have more media actively expressed their intention to conduct interviews</li> <li><input type="checkbox"/> Did you gain support and cooperation from more external organizations</li> <li><input type="checkbox"/> Do you feel that PCSC has become a benchmark for taking care of elderly people</li> </ul>	Interviews, questionnaires, literature

Stakeholders	Outcomes	Indicators	Data source
		<p>When asking convenience store employees about the sense of identity, they replied they had at least one of the following changes:</p> <ul style="list-style-type: none"> <li><input type="checkbox"/> I will tell my friends that the company is a good company for providing elderly people with internships</li> <li><input type="checkbox"/> Compared with others in the industry, my company has greater meaning to society and I will not easily leave my current job</li> <li><input type="checkbox"/> I am willing to continue to persuade the company to provide elderly people with more internship opportunities, and will dedicate efforts beyond that required for my position to support the project</li> </ul> <p>When asking other stakeholders about their sense of the sense of identity, they replied they had at least one of the following changes:</p> <ul style="list-style-type: none"> <li><input type="checkbox"/> I know the convenience store provides elderly people with internship opportunities and think</li> </ul>	

Stakeholders		Outcomes	Indicators	Data source
			<p>it is a good company</p> <ul style="list-style-type: none"> <li><input type="checkbox"/> Compared with other companies, I will first choose PCSC when I need to buy something</li> <li><input type="checkbox"/> I am willing to take action to support local elderly people when they are working as interns</li> </ul>	
		Better business performance	<p>When asking other stakeholders about their purchase intention:</p> <ul style="list-style-type: none"> <li><input type="checkbox"/> Are you more willing to buy things at this convenience store</li> </ul>	Interviews, questionnaires
			<p>Replied at least one of the following changes:</p> <ul style="list-style-type: none"> <li><input type="checkbox"/> Sold more coffee compared with other hours</li> <li><input type="checkbox"/> There are customers who regularly visit during hours that elderly people are working there</li> </ul>	
PCSC employees	Management position of headquarters	Increased dementia literacy	<p>Replied at least one of the following changes:</p> <ul style="list-style-type: none"> <li><input type="checkbox"/> Rid myself of stereotypes about people with dementia</li> <li><input type="checkbox"/> Willing to and know how to interact with people with dementia</li> </ul>	Interviews, questionnaires

Stakeholders		Outcomes	Indicators	Data source
			<input type="checkbox"/> Able to actively find elderly people around me that may potentially have dementia <input type="checkbox"/> Will more actively seek experience and information on dementia <input type="checkbox"/> Willing to let family and friends actively come in contact with elderly people with dementia	
		Improved family relations	Replied at least one of the following changes: <input type="checkbox"/> Understand how precious it is to have family members at your side <input type="checkbox"/> Willing to actively interact with elderly people at home <input type="checkbox"/> Care more about the health of family members	Interviews, questionnaires
		Improved communication skills and coordination and management abilities	Replied at least one of the following changes: <input type="checkbox"/> Learned and understood how to help elderly people adapt to work <input type="checkbox"/> Felt that the way I communicated was more flexible <input type="checkbox"/> Know how to organize more diverse activities in stores	Interviews, questionnaires

Stakeholders		Outcomes	Indicators	Data source
			<input type="checkbox"/> Able to immediately and effectively resolve issues between stores and charity organizations	
Convenience store employees	Better customer service	Replied at least one of the following changes: <input type="checkbox"/> Actively asked customers to wait for elderly people to serve them when the store was busy <input type="checkbox"/> More willing to spend time helping elderly people learn <input type="checkbox"/> Actively showed concern for elderly customers who visit the store	Interviews, questionnaires	
	Increased dementia literacy	Replied at least one of the following changes: <input type="checkbox"/> Rid myself of stereotypes about people with dementia <input type="checkbox"/> Willing to and know how to interact with people with dementia <input type="checkbox"/> Able to actively find elderly people around me that may potentially have dementia <input type="checkbox"/> Not afraid to let people know about family members with dementia	Interviews, questionnaires	

Stakeholders		Outcomes	Indicators	Data source
			<input type="checkbox"/> Willing to let family and friends actively come in contact with elderly people with dementia	
		Higher learning awareness	Replied at least one of the following changes: <input type="checkbox"/> Came in contact with things I am interested in when interacting with elderly people <input type="checkbox"/> Interacting with elderly people helped improve related skills <input type="checkbox"/> Gained greater desire to learn because of this event	Interviews, questionnaires
		Improved family relations	Replied at least one of the following changes: <input type="checkbox"/> Understand how precious it is to have family members at your side <input type="checkbox"/> Willing to actively interact with elderly people at home <input type="checkbox"/> Care more about the health of family members	Interviews, questionnaires
		Increased workload	Replied at least one of the following changes: <input type="checkbox"/> Teaching elderly people caused a delay in work progress <input type="checkbox"/> Felt mental fatigue because teaching elderly	Interviews, questionnaires

Stakeholders		Outcomes	Indicators	Data source
			<p>people did not have the expected effects</p> <ul style="list-style-type: none"> <li><input type="checkbox"/> More frequently needed to appease customers</li> <li><input type="checkbox"/> Elderly people feel more nervous on the day they are interns</li> </ul>	
Regular customers	Increased dementia literacy	<p>Replied at least one of the following changes:</p> <ul style="list-style-type: none"> <li><input type="checkbox"/> Rid myself of stereotypes about people with dementia</li> <li><input type="checkbox"/> Willing to and know how to interact with people with dementia</li> <li><input type="checkbox"/> Able to actively find elderly people around me that may potentially have dementia</li> <li><input type="checkbox"/> Not afraid to let people know about family members with dementia</li> <li><input type="checkbox"/> Willing to learn more about dementia</li> </ul>	Interviews, questionnaires	

## Appendix 4 List of Financial Proxies

Stakeholders	Outcome		Financial proxies	Valuation (NTD)/Year	Data source
Elderly people with dementia	Delaying the progression of dementia	Slowing the deterioration in cognitive function	Average financial burden to the next stage of disease x Weighted average of elderly people's length of participation	369,600	Interviews, literature
		Lowering the frequency of behavioral and psychological symptoms of dementia (BPSD)	Average monthly expense on dementia drugs x Weighted average of elderly people's length of participation	92,400	Interviews, literature
	Improved confidence and sense of achievement		Same as the amount of work bonus received each month	12,121	Weighted average of questionnaire
	Increased happiness in life		Average number of times elderly people with dementia worked as intern x Average salary of convenience store employees	6,050	Provided by PSCS
Social welfare organizations	Increased visibility of the organization		Administrative personnel replied that they gained the same value as	30,684	Weighted average of



Stakeholders		Outcome	Financial proxies	Valuation (NTD)/Year	Data source
			media reports Social workers replied that it was the same as expenses of establishing a volunteer team friendly to people with dementia for promotion in communities		questionnaire
		Increased resources network	The same amount as recruiting organizations of different scales that are friendly to people with dementia	36,000	Weighted average of questionnaire
		Increased organizational cohesion	The same as the labor cost for hiring an additional 1-3 employees	353,838	Weighted average of questionnaire
Social welfare workers	Administrative personnel	Improved job satisfaction	The same as the performance bonus received each month for working hard	12,343	Weighted average of questionnaire
	Social workers	Increased work stress	The same as the additional incentives received each month	(14,000)	Weighted average of questionnaire

Stakeholders		Outcome	Financial proxies	Valuation (NTD)/Year	Data source
		Increased work pleasure	The same as the amount willing to spend on entertainment each month	7,000	Weighted average of questionnaire
	Care attendants	Increased work pleasure	The same as the amount willing to spend on entertainment each month	5,733	Weighted average of questionnaire
		Reduced the stress of care	The same as the amount of relaxation time that can be obtained each week	5,363	Weighted average of questionnaire
Family members of the elderly		Increased dementia literacy	2 hours of community dementia lectures (500) 8 hours of hospital dementia training (1,000) 1 day of dementia caretaking service workshop (1,500)	12,600	Weighted average of questionnaire
		Improved family relations	Budget for regular gatherings with family Budget for regular leisure activities with family	19,673	Weighted average of questionnaire

Stakeholders		Outcome	Financial proxies	Valuation (NTD)/Year	Data source
			Budget for regular domestic travel with family		
President Chain Store Corporation		Improved CSR image	The same as the number of days stakeholders are willing to volunteer a month x Average transportation expense of volunteers	1,377,684	Weighted average of questionnaire
		Better business performance	The same as the price of products stakeholders are willing to redeem with a coupon at the convenience store	536,619	Weighted average of questionnaire
PCSC employees	Management position of headquarters	Increased dementia literacy	2 hours of community dementia lectures (500) 8 hours of hospital dementia training (1,000) 1 day of dementia caretaking service workshop (1,500)	14,000	Weighted average of questionnaire
		Improved family relations	Budget for regular gatherings with family	45,333	Weighted average of

Stakeholders		Outcome	Financial proxies	Valuation (NTD)/Year	Data source
			Budget for regular leisure activities with family Budget for regular domestic travel with family		questionnaire
		Improved communication skills and coordination and management abilities	6 hours of workplace verbal communication and expression training course (1,600) 6 hours of practical course on communication and coordination for managers (3,000) 12 hours of workshop on interpersonal observation and flexible communication skills (6,500) 60 hours of continuing education course for managers offered by a college (20,000)	6,133	Weighted average of questionnaire
		Better customer service	The same as the expense for attending an empathy workshop	19,500	Weighted average of

Stakeholders		Outcome	Financial proxies	Valuation (NTD)/Year	Data source
	Convenience store employees		each year		questionnaire
		Increased dementia literacy	2 hours of community dementia lectures (500) 8 hours of hospital dementia training (1,000) 1 day of dementia caretaking service workshop (1,500)	12,400	Weighted average of questionnaire
		Higher learning awareness	The same as the amount willing to spend on entertainment each month	10,200	Weighted average of questionnaire
		Improved family relations	Budget for regular gatherings with family Budget for regular leisure activities with family Budget for regular domestic travel with family	11,423	Weighted average of questionnaire
		Increased workload	The same as the additional incentives received each month	(7,108)	Weighted average of questionnaire

Stakeholders	Outcome	Financial proxies	Valuation (NTD)/Year	Data source
Regular customers	Increased dementia literacy	2 hours of community dementia lectures (500) 8 hours of hospital dementia training (1,000) 1 day of dementia caretaking service workshop (1,500)	13,263	Weighted average of questionnaire

# Appendix 5 Impact map

SROI Value Map																																						
Stage 1		Stage 2				Stage 3				Stage 4				Calculating Social Return																								
Who and how many?		At what cost?		What changes?		How much?		How long?		How valuable?			How much caused by the activity?				Still material?		Discount rate																			
Stakeholders		Inputs		Outputs		Outcomes		Indicator and source		Quantity (scale)		Amount of change per stakeholder (depth)		Duration of outcomes		Outcomes start		Express the relative importance (value) of the outcome			Deadweight %				Displacement %		Attribution %		Drop off %		Impact calculation		Year 0 Year 1 Year 2 Year 3 Year 4 Year 5					
Who does have an effect on? Who has an effect on?	How many in group?	What will (did they invest and how much (money, time)?	Financial value (for the total population for the accounting)	Summary of activity in numbers.	What is the change experienced by stakeholders?	Describe how you will measure the described outcome (including any sources used)	Number of people experiencing described	Describe the average amount of change experienced (or to be experienced) per	How long (in years) does the outcome last for?	Does the outcome start in Period of activity or in the Period after?	How important is this outcome to stakeholders? (e.g. on a scale)	Describe the monetary valuation approach used to express the relative importance (value) of each	How important is the outcome to stakeholders (expressed in	What will happen/what would have happened without	What activity would/did you displace?	Who else contributed to the change?	Does the outcome drop off in future years?	Number of people (quantity) times value, less deathweight																				
Elderly people with dementia	26				Slowing the deterioration in cognitive function Delaying the progress on of dementia Lowering the frequency of behavioral and psychological symptoms of dementia (BPSD)	+Felt that elderly people improved their calculation ability +Felt that elderly people improved their memory +Felt that elderly people had better	24	92%	1	Period of activity	6.47	Average financial burden to the next stage of disease x Weighted average of elderly people's length of	369,600				2,463,048.20	2,463,048.20	0.00	0.00	0.00	0.00	0.00	0.00														
					Improved confidence and sense of achievement	+Do you feel that elderly people became more confident after participating in "What Time Is It? Café" +Did elderly people receive gift certificates for the internship +Did the time of elderly people become	26	100%	1	Period of activity	5.00	Average number of times elderly people with dementia worked	6,050	0%	0%	0%	0%	157,297.92	157,297.92	0.00	0.00	0.00	0.00	0.00	0.00													
					Increased work stress	+Only one person was not able to effectively comfort elderly people +Easily become anxious and nervous when facing people	3	33%	1	Period of activity	4.50	The same as the additional incentives received each month	(14,000)	71%	0%	71%	0%	-3,572.92	-3,572.92	0.00	0.00	0.00	0.00	0.00	0.00													
Social workers	10	Time has been included in the labor cost of the organizations			Increased work pleasure	+Discovered elderly people still have the ability to learn new things +Elderly people have different appearance (did not know they could	7	67%	1	Period of activity	6.00	The same as the amount willing to spend on entertainment each month	7,000	69%	0%	64%	0%	5,406.64	5,406.64	0.00	0.00	0.00	0.00	0.00														
					Increased work pleasure	+Discovered elderly people still have the ability to learn new things +Elderly people have different appearance (did not know they could	9	69%	1	Period of activity	7.00	The same as the amount willing to spend on entertainment each month	5,733	48%	0%	35%	0%	17,356.77	17,356.77	0.00	0.00	0.00	0.00	0.00														
Care attendants	13	Time has been included in the labor cost of the organizations			Reduced the stress of care	+Maintained the same quality of sleep in the center as the past +Maintained the same frequency of	8	62%	1	Period of activity	5.38	The same as the amount of relaxation time that can be obtained each	5,363	58%	0%	42%	0%	10,471.15	10,471.15	0.00	0.00	0.00	0.00	0.00														
					Better customer service	+Actively asked customers to wait for elderly people to serve them when the store was busy +More willing to spend time helping	32	100%	1	Period of activity	8.34	The same as the expense for attending an empathy workshop each year	19,500	30%	0%	25%	29%	329,062.50	329,062.50	0.00	0.00	0.00	0.00	0.00														
Convenience store employees	32	Time	1,177,600	7 education and training for newly opened stores	Increased dementia literacy	+Rid myself of stereotypes about people with dementia +Willing to and know how to interact	30	94%	1	Period of activity	8.09	2 hours of community dementia lectures (500 8 hours of hospital	12,400	27%	0%	18%	25%	224,099.12	224,099.12	0.00	0.00	0.00	0.00	0.00														
					Higher learning awareness	+Came in contact with things I am interested in when interacting with elderly people	32	100%	1	Period of activity	8.19	The same as the amount willing to spend on entertainment each	10,200	34%	0%	32%	30%	147,322.27	147,322.27	0.00	0.00	0.00	0.00	0.00														
					Improved family relations	+Understand how precious it is to have family members at your side +Willing to actively interact with elderly	32	100%	1	Period of activity	8.28	Budget for regular gatherings with family Budget for regular	11,423	31%	0%	29%	20%	178,667.48	178,667.48	0.00	0.00	0.00	0.00	0.00														
					Increased workload	+Teaching elderly people caused a delay in work progress +Felt mental fatigue because teaching	15	47%	1	Period of activity	6.52	The same as the additional incentives received each month	(7,108)	43%	0%	45%	50%	-33,405.48	-33,405.48	0.00	0.00	0.00	0.00	0.00														
Family members of the elderly	49				Increased dementia literacy	+Rid myself of stereotypes about people with dementia +Willing to and know how to interact	47	95%	1	Period of activity	7.09	2 hours of community dementia lectures (500 8 hours of hospital	12,600	38%	0%	42%	25%	214,504.26	214,504.26	0.00	0.00	0.00	0.00	0.00														
					Improved family relations	+Perspective of elderly people changed from passive to positive +More willing to spend time with family	47	95%	1	Period of activity	7.05	Budget for regular gatherings with family Budget for regular	19,673	38%	0%	45%	25%	315,212.54	315,212.54	0.00	0.00	0.00	0.00	0.00														

SROI Value Map																								
Stage 1		Stage 2				Stage 3						Stage 4					Calculating Social Return							
Who and how many?		At what cost?		What changes?		How much?		How long?		How valuable?			How much caused by the activity?				Still material?	Calculating Social Return						
Stakeholders	Who do we have an effect on? Who has an effect on us?	Inputs		Outputs		Indicator and source		Outcomes start		Express the relative importance (value) of the outcome			Deadweight %	Displacement %	Attribution %	Drop off %	Impact calculation	Calculating Social Return						
		Financial value (for the total population for the accounting)	Summary of activity in numbers	Outcome description	Describe how you will measure the described outcome (including any sources used)	Quantity (scale)	Amount of change per stakeholder (depth)	Duration of outcomes	Outcomes start	Weighting	Valuation approach (monetary)	Monetary valuation						Discount rate	1.04%					
Who do we have an effect on? Who has an effect on us?	How many in group?	What will/ did they invest and how much (money, time)?	Financial value (for the total population for the accounting)	Summary of activity in numbers	What is the change experienced by stakeholders?	Describe how you will measure the described outcome (including any sources used)	Number of people experiencing described	Describe the average amount of change experienced (or to be experienced) per	How long (in years) does the outcome last for?	Does the outcome start in Period of activity or in the Period after?	How important is this outcome to stakeholders? (e.g. on a scale)	Describe the monetary valuation approach used to express the relative importance (value) of each	How important is the outcome to stakeholders (expressed in	What will happen/what would have happened/without	What activity would/did you displace?	Who else contributed to the change?	Does the outcome drop off in future years?	Number of people (quantity) times value, less deadweight.	Year 0	Year 1	Year 2	Year 3	Year 4	Year 5
Administrative personnel	26	Time has been included in the labor cost of the organizations			Improved job satisfaction	-Felt happy because of recognition from family members of elderly people -Identified with your job after seeing elderly people make progress	19	73%	1	Period of activity	6.00	The same as the performance bonus received each month for working hard	12,343	51%	0%	56%	0%	50,419.24	50,419.24	0.00	0.00	0.00	0.00	0.00
Management position of headquarters	12				Increased dementia literacy	-Rid myself of stereotypes about people with dementia -Willing to and know how to interact	11	90%	1	Period of activity	8.00	2 hours of community dementia lectures (500) 8 hours of hospital	14,000	25%	0%	25%	17%	86,625.00	86,625.00	0.00	0.00	0.00	0.00	0.00
					Improved family relations	-Understand how precious it is to have family members at your side -Willing to actively interact with elderly	11	90%	2	Period of activity	7.90	Budget for regular gatherings with family Budget for regular	45,333	50%	0%	38%	20%	155,833.33	155,833.33	124,666.67	0.00	0.00	0.00	0.00
					Improved communication skills and coordination and management abilities	-Learned and understood how to help elderly people adapt to work -Felt that the way I communicated was	11	90%	1	Period of activity	7.90	6 hours of workplace verbal communication and expression training	6,133	50%	0%	33%	13%	22,770.00	22,770.00	0.00	0.00	0.00	0.00	0.00
Social welfare organizations	6	Expenses include the opening ceremony, fuel, insurance, gift certificates for interns, and postage	259,301	286 news reports, 39 internship stories, 22 education, training, and presentations	Increased visibility of the organization	-Is it easier to be interviewed by media -Are more external organizations actively expressing their intentions to work together -Are more people making inquiries at the center -Did you receive more likes online	5	77%	1	Period of activity	5.97	Administrative personnel replied that they gained the same value as media reports Social workers replied that it was the same as expenses of establishing	30,684	38%	0%	46%	0%	51,251.38	51,251.38	0.00	0.00	0.00	0.00	0.00
		labor cost	428,891		Increased resources network	Whether the positive image brought by the activity would enhance the efficiency of collecting resources: -Employees get along and the company feels like a big family -Compared with other projects,	4	68%	1	Period of activity	6.47	The same amount as recruiting organizations of different scales that	36,000	44%	0%	44%	0%	44,555.63	44,555.63	0.00	0.00	0.00	0.00	0.00
					Increased organizational cohesion	-Employees get along and the company feels like a big family -Compared with other projects,	4	71%	1	Period of activity	6.28	The same as the labor cost for hiring an additional 1-3	353,838	40%	0%	59%	0%	349,119.81	349,119.81	0.00	0.00	0.00	0.00	0.00
President Chain Store Corporation	8	The funds were used for the store's signs, uniforms, and publicity	92,480	355 news reports, 54 internship stories	Improved CSR image	Employees in managerial positions of headquarters replied they had at least one of the following changes: -Have more media actively expressed their intention to conduct interviews	1	100%	1	Period of activity	8.30	The same as the number of days stakeholders are willing to volunteer a month x Average transportation expense	1,377,684	28%	0%	28%	25%	724,145.05	724,145.05	0.00	0.00	0.00	0.00	0.00
					Better business performance	When asking other stakeholders about their purchase intention: -Are you more willing to buy things at	6	80%	1	Period of activity	7.56	The same as the price of products stakeholders are willing to redeem	536,619	44%	0%	61%	25%	695,617.50	695,617.50	0.00	0.00	0.00	0.00	0.00
Regular customers	355				Increased dementia literacy	-Rid myself of stereotypes about people with dementia -Willing to and know how to interact	321	90%	1	Period of activity	8.26	2 hours of community dementia lectures (500) 8 hours of hospital	13,263	32%	0%	30%	31%	2,031,440.01	2,031,440.01	0.00	0.00	0.00	0.00	0.00
<b>Total</b>		<b>1,958,272</b>											<b>Total</b>				<b>8,896,605.37</b>	<b>8,896,605.37</b>	<b>124,666.67</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>
																	<b>Present value of each year</b>	<b>8,896,605.37</b>	<b>123,381.43</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>
																	<b>Total Present Value (PV)</b>	<b>9,019,988.85</b>						
																	<b>Net Present Value (PV)</b>	<b>7,061,716.80</b>						
																	<b>Social Return (Value per amount invested)</b>	<b>4.61</b>						