

HANDBOOK

SOCIAL INNOVATION

Recognising an entrepreneurial social innovation project,
for better guidance, support and funding



EDITORIAL

Social innovation is not a fad. It is the transformative driving force of the socio-economic transition under way. It is not French but global. We will never return to the world as it was before.

The development of social innovations has become a major societal issue. Because numerous basic social needs are either not being met at all or are inadequately met in both developed and developing countries: eating well, having access to decent housing, learning, travelling while protecting the planet... Because people no longer want to be consumers, passive citizens or “beneficiaries”, but players actively engaged in finding individual and collective solutions. Because public funding can and should no longer simply be a matter of redistribution; it must also become active spending. Because the digital transformation enables unprecedented interactions and inclusive participation.

The development of social innovations has become a major societal issue.

The notion of social innovation is thus set to last. It will increasingly concern all stakeholders, within new alliances formed between social and solidarity economy structures, associations, foundations, companies, citizens, government bodies, etc. Rather than being isolated, territories will be connected to the rest of the world and will be the laboratories of these social innovations. In order for them to drive a successful transition to the economy of the new world, they need to change scale and report on their social impacts. They require benevolent ecosystems as well as hard work, grey matter and tools. Hence the crucial role of structures such as *Avisé* and materials such as this publication. I innovate, you innovate, we change scale. Let's go! It works!

— **Hugues Sibille**

Honorary president of Avisé

FOREWORD

How about taking a gamble on social innovation?

Have you ever been stopped in your tracks by a project that first sounds amazing (ingenious thinking) and very soon wins people over (it is concrete and useful), and generates enthusiasm (this project meets a real need... we're making progress!). If so, it could well have been a social innovation project. But how can you be sure?

A social innovation project helps deliver new solutions to existing problems, problems that neither the market nor public authorities can solve alone. Reducing poverty and exclusion, tackling unemployment, supporting an ageing population, combating climate change, protecting cultural diversity, dealing with the housing crisis, facilitating access to care, etc. Faced with these new challenges, increasing numbers of socially innovative initiatives are emerging, seeking and trying out new solutions.

There is a long tradition of social innovation in France, via the social and solidarity economy, led in particular by the voluntary sector. Today, new generations of entrepreneurs, public players and citizens are also developing socially innovative projects.

This social innovation momentum is real. That said, it still requires more recognition, support and funding in order to increase its capacity to trigger the emergence of solutions addressing the major challenges facing our society.

WHAT IS IT ALL ABOUT?

INNOVATION IN TERMS OF PRODUCT, SERVICE OR USE

improves existing products, services, uses or introduces new ones.

INNOVATION IN TERMS OF PROCESS OR ORGANISATION

changes the way a company organises its work and its logistics chain.

INNOVATION IN TERMS OF MARKETING AND SALES

changes the presentation, distribution, pricing, promotion of the range.

SOCIAL INNOVATION

brings new solutions to unmet or inadequately met needs.

TECHNOLOGICAL INNOVATION

creates or integrates one or more new technologies.

INNOVATION IN TERMS OF BUSINESS MODELS

reorganises the revenue and cost structure.

Innovation dimensions

— Source of classification: "Innovation nouvelle génération" (New Generation Innovation) Guide, Bpifrance, 2015

One way to qualify an innovation is to consider the very nature of the novelty it introduces. This is illustrated in the diagram above, which identifies six possible dimensions of an innovation, including social innovation. In reality, however, more often than not innovations combine several dimensions.

Beyond its specific features, which we set out in detail in the following pages, social innovation has characteristics similar to the other dimensions of innovation, in that it:

- can have different intensities: from incremental innovation (an improvement of what already exists) to radical innovation (a fundamental transformation).
- goes through a 4-step process: emergence, experimentation, dissemination, evaluation.
- can be found in every activity sector.

WHAT IS SOCIAL INNOVATION?

Social innovation continues to inspire multiple definitions. Most agree that it helps deliver new solutions addressing unmet or inadequately met social needs. Led by different players, social innovation brings effective solutions to complex challenges that neither the State nor the market can address alone.

This publication (along with all Avise's work on social innovation) takes as its reference the definition used by the Conseil supérieur de l'économie sociale et solidaire (French Social and Solidarity Council).

Definition

“SOCIAL INNOVATION *consists in developing new solutions to address new or inadequately met social needs within existing market and social policy conditions, involving the participation and cooperation of the players concerned, particularly users and consumers. These innovations concern the product or service, as well as the mode of organisation, distribution, (etc.). They go through a multi-step process: emergence, experimentation, dissemination, evaluation.”*

— French Council for the Social and Solidarity Economy (CSESS).

WHAT IS A SOCIAL NEED?

Social needs result from a social construction, within a given historical and geographic context. Consequently, the specific characteristic of social needs is that they constantly evolve.

A need becomes social when it both concerns a group of individuals and is perceived or recognised as such by all or some of the group, to the point that the idea of meeting it is taken for granted.⁽¹⁾

Coming up with answers to address social needs amounts to considering social problems encountered by a population in its various contexts of space and time, and for which solutions must be found.



Social problems
raise questions
that social
innovations
attempt to
address. They
may be **structural**
or **emerging**.

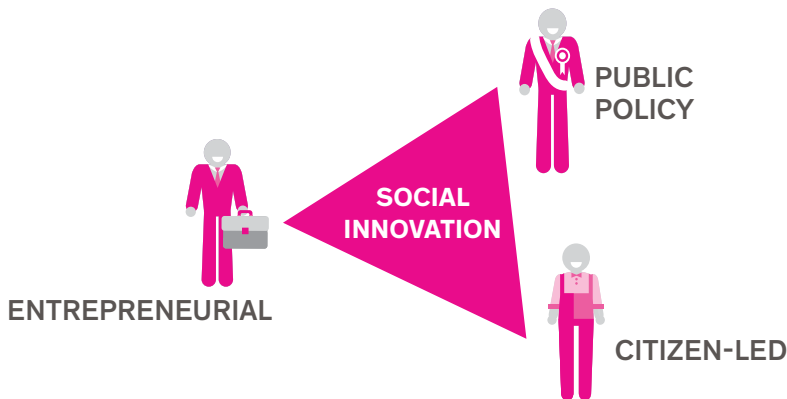
Being able to find housing, having enough money to cover the associated running costs, having access to high-quality care and appropriate cover in the event of health problems, being able to eat properly... are all fundamental social needs. There are also social needs that are economic in nature, such as jobs, for example.

New social needs have gradually emerged reflecting changes taking place in our society. For example, population ageing creates new instances of isolation and dependency, the increase in the number of single-parent families and staggered working hours lead to dependency care issues, etc.

⁽¹⁾ Source: Marc Le Gallo, *Le Sillage du COMPAS* issue 1/08, 2008

LEADING SOCIAL INNOVATION INITIATIVES

Social innovation can be led by three categories of stakeholders: entrepreneurs, public authorities and citizens. This publication focuses on “entrepreneurial” social innovation.



Entrepreneurial social innovation

There is a long tradition of social innovation in France, via the social and solidarity economy. Historically, **the voluntary sector** has been the leading social innovation laboratory. Through its proximity to and in-depth understanding of populations and territories, it has the capacity to detect existing unmet or inadequately met social needs as well as new ones, and to provide solutions by experimenting with and modelling the solutions created. **New generations of social entrepreneurs** develop social innovations in order to deliver solutions addressing major societal challenges.

While these structures are a melting pot of social innovations, traditional companies can also develop projects of this type.

Citizen-led social innovation

It is led by one or more engaged volunteer citizens who work to find solutions, at their own level, to address the major social challenges of today. For example: www.discosoupe.org

Social innovation in public policies

It is led by public players, particularly regional councils seeking to rethink the way their public policies are developed and implemented, launching trials with a multidisciplinary approach (citizens, service designers, town planners, etc.). To find out more: www.la27eregion.fr

Challenges across all sectors

To tackle some of the major challenges facing society, numerous social innovation projects deliver solutions at their own level. Below are a few examples.

YOUTH UNEMPLOYMENT /

19.2% of young people under the age of 25 are unemployed in France (compared to 8.5% for the working population as a whole).
Source: INSEE (French National Institute of Statistics and Economic Studies)



BIOCYCLE / Collects unsold food from local shops and redistributes it to charity networks, employing people on work integration programmes.

FOOD / On average, 20 kg of food that is still perfectly good to eat is thrown away by each person in France every year.
Source: wikiagri.fr



CRÉBUS / Platform that liaises with loan providers, prevention support aimed at indebted households.

FINANCE / In France, the burden of being in debt is responsible for 3 suicides per day.
Source: Cresus Federation

YUMPFRANCE

YUMP FRANCE / Free six-month training programme aimed at helping young entrepreneurs from priority neighbourhoods to carry out their projects with a high growth potential, based on the principle of collective intelligence and generational and social diversity.

HOUSING / 4 million people either living in poor housing or homeless and 15 million people affected by the housing crisis in France.
Source: Abbé Pierre Foundation and Emmaüs France



ENSEMBLE2GÉNÉRATIONS / Intergenerational housing solutions: bringing together elderly people, with a spare bedroom in their homes, and students seeking accommodation, in exchange for mutual support services.

MOBILITY / More than 7 million people in France (20% of the working population) experience travel difficulties.
Source: Laboratoire de la Mobilité inclusive (French Inclusive Mobility Laboratory)



APREVA / Mobility support initiatives aimed at vulnerable people built on a partnership with a workplace integration structure and a major group, ERDF.

ENERGY / Around 20% of French households are affected by energy poverty.
Source: ONPE (French National Energy Poverty Observatory)



ENERGIE SOLIDAIRE / A Les Amis d'Enercoop – 100% renewable energy supplier – initiative providing solutions to ensure access to energy adapted to every household

ENVIRONMENT / 22 million people in France change their mobile telephone every year and fewer than 15% of them send their old phones for recycling.
Source: Ademe (French Agency for Ecological Transition)



LES ATELIERS DU BOCAGE / Offers a new lease of life to telephones and computers, through the development of a workplace integration activity and in partnership with major telephone operators.

6 PRECONCEPTIONS ABOUT SOCIAL INNOVATION

Social innovation is a fad.

IT'S MUCH MORE THAN THAT!

Over the past five years, the words “social innovation” have become increasingly present in government intervention and the media. However, social innovation is not a new phenomenon. It has taken some time - and more time is still required - for the term “innovation” to also refer to social innovation, even though, in reality, the latter was already proving its worth. More than just a fad, it represents a growing awareness of the major role played by social innovation in addressing important societal issues, creating businesses and jobs.

An innovative project that has a direct or indirect **positive impact** on society is a social innovation.

NOT NECESSARILY! Entrepreneurial social innovation has a dual aspect: economic and social. Social innovation, as we are referring to it here, should be the principal characteristic of the project. Consequently, the main objective is to address an unmet social need. Economic profitability, while necessary, is simply a means of supporting the social innovation developed.



Social innovation is uniquely **directed at supporting vulnerable populations.**

FALSE! Social innovation is not the social action that, in France, refers to all prevention and assistance initiatives targeting the most vulnerable or least independent people (e.g., the elderly, people with disabilities, very young children), supported in particular by legislative and regulatory measures. Social innovation concerns all sectors of activity - not only the health and social sectors -, providing new solutions to address unmet or inadequately met social needs across a territory with, potentially, a multitude of beneficiaries.

In order to be an innovation, the project has to be **completely new**.

FALSE! Social innovation is contextual. Socially innovative projects often tend to be positioned in niche and emerging markets that have not really opened up yet. They thus propose new solutions, services or intervention processes. Nevertheless, social innovation falls within the framework of given contexts of space and time. A social innovation developed in one region and then introduced in another will not be something intrinsically new. However, this social innovation will be new to the context of this other region if it provides a new solution to an unmet or inadequately met social need there. The social innovation so developed will have its own specific characteristics depending on the local economic and social situation (economic fabric, other existing related projects, beneficiary profiles, etc.).

A **social utility project** and a social innovation project are the same thing.

FALSE! Social utility refers to the positive effects of an action on the ground on a population group or society more generally. Social Innovation consists in developing new solutions to address new or inadequately met social needs within existing market and social policy conditions. Social innovation is effectively part of a social utility approach.

Socially innovative projects are **not economically viable**.

NOT NECESSARILY! On the contrary, they can enjoy significant growth! A project that aims to deliver a new solution addressing an unmet or inadequately met social need is not incompatible with a sustainable, viable and profitable economic model. The two-fold benefits - social and financial - are reinvested in the project. Moreover, being attentive to emerging social needs may pave the way for new business opportunities.

HOW DO WE IDENTIFY SOCIAL INNOVATION?

In order to detect, support and finance social innovation, it is first of all necessary to know how to identify the socially innovative nature of a project. No label exists to “certify” a social innovation. Nevertheless, a considerable body of research, often conducted by coalitions, has led to the development of different tools for the purposes of definition and characterisation.

A social innovation characterization grid

Within the framework of article 15 of the French Social and Solidarity Economy Act, the French Social and Solidarity Economy Council put forward guidelines for the characterisation of social innovation, approved in February 2017. These guidelines were drawn up as an extension to research launched in 2011, under the aegis of Avise and the Mouvement des entrepreneurs sociaux (Social Entrepreneurs’ Movement), which resulted in the development of the first characterization grid.

They are aimed at providing a common foundation shared by all social innovation players, while adapting to the diversity of their needs (an entrepreneur wishing to analyse his/her project in order to identify avenues for improvement, an organisation seeking to select innovative projects in order to finance or promote them, an incubator offering support services for projects during their development phase, etc.).

These guidelines comprise an “adaptable grid” containing a set of criteria divided into three categories: social needs and stakeholder involvement; other positive effects; experimentation and risk taking. Along with this grid, the CSESS provides recommendations as to how to use it.

Consult the "Orientations du Conseil supérieur de l'ESS : Caractérisation d'un projet ou d'une activité socialement innovants" (French Social and Solidarity Economy Council Guidelines: Characterisation of a socially innovative project or activity), February 2017 on www.avise.org

Other complementary tools and approaches to identify locally

Studies concerning the definition and characterisation of social innovation are conducted and tested in different regions in France by researchers, social and solidarity economy networks and local and regional authorities. These tools offer complementary approaches to be used alongside the characterisation grid presented above.

It is important for people to be aware of research conducted in their region and to know which tools are used by their direct partners. The sharing of these tools is an essential prerequisite for establishing a common working culture with partners.

Find relevant social innovation partners on pages 20 and 21.

The 1st questions to ask

Here is a selection of questions enabling a rapid analysis of a project in order to detect whether or not it is a social innovation. These questions correspond to the **8 base criteria** forming the core of the characterisation grid presented opposite and are organised according to the **3 social innovation characterisation pillars**.

Is the project ...

— Base criteria —

Pillar 1

...a solution to an inadequately met social need?

- What social need does the project set out to meet? Is this need unmet or inadequately met across the territory concerned?

- Is meeting the social need the *raison d'être* of the project, its principal innovation vector?

- What positive social impact does the project set out to achieve for its direct beneficiaries?

- Does the project adopt a long-term vision, a viable economic model?

Pillar 2

...a generator of other positive effects?

- What impact does the project set out to achieve for the economic and social development of the territory in question?

Pillar 3

...experimental and are there any associated risks?

- What are the obstacles and uncertainties that need to be overcome in order to develop the solution envisaged?

- What is the intensity of the innovation (incremental or radical)?

Pillar 1

...structured to involve the stakeholders concerned?

- What has been the involvement of the target beneficiaries as well as other stakeholders, both public and private, across the territory where the innovation has been introduced?

Proposes a new solution to address an inadequately met social need

Need:

Increased solitude, dependency and illness due to higher life expectancy. Little consideration given to prevention in public health policies.

Solution:

Introduction of preventive health initiatives based on adapted physical activities (APA) for the elderly, people with disabilities and chronic illnesses (inexpensive, accessible to all).



Adopts an experimental and risk-taking approach

- **Testing of a range of applications** for APA
- **Hybrid economic model:** surpluses generated by business services (high-risk occupation prevention) finance services to vulnerable populations
- **Research project development** (e.g. impact in fracture prevention with Inserm (French National Institute for Health and Medical Research))

Direct results and other positive effects

- **120,000 beneficiaries** and 4,000 interventions weekly
- **> than 600 jobs created**
- **Positive impact on health** and reduction in mobility and dependency problems of beneficiaries
- **Medical care cost savings**
- **Specialized university degree** launched

Involves a group of players

- **Partnerships:** Non-profits (ADMR, Red Cross, etc.)
Businesses (Médica France, etc.)
Foundations (Macif, AG2R la Mondiale, etc.)
Top-up health insurance companies (MGC, Chorum, etc.)
Insurance and pension fund providers
Government research laboratories (Inserm, IRPS, etc.)
Universities
- **Involvement of direct beneficiaries** to test services

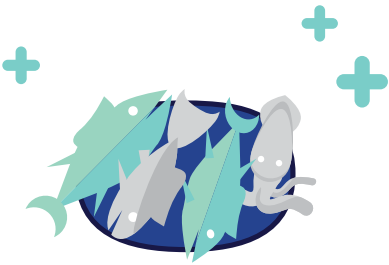
Proposes a **new solution** to address an inadequately met social need

Need:

Tonnes of fish destroyed due to a lack of buyers at fishing ports.
Lack of qualified personnel in the fish processing sector*.

Solution:

Fresh unsold fish is recovered and turned into high-quality protein-rich products and distributed to food charities.



Adopts an **experimental and risk-taking** approach

- **Anticipation of increasing fish scarcity:** R&D on the development of highly nutritious microalgae (spirulina).
- **Creation of secure logistical, financial and legal processes**
- **Development of complementary actions** to reinforce the share of self-financing

Direct results and other **positive effects**

- **Contribution to the local fishing sector economy:** processing of fish in fish processing units, more than 112 employees on workplace integration programmes given training to enter the fish processing trade (60% find a job at the end of their contract).
- **Participation in solidarity food aid in the region:** 144 tonnes of fish redistributed to food charities in 2018 and a total of around 2,000 tonnes since 2011.

Involves a group of **players**

- **Partnership with fishing industry professionals:** raw material supplies, work experience in fish processing unit.
- **Coordination with food charities**
- **New services considered with end users**

* Sector whose activities consist in buying fish products directly, preparing them and selling them.

WHAT **SUPPORT NEEDS** FOR A SOCIAL INNOVATION?

Entrepreneurs who develop social innovation projects have support and funding requirements similar to others who lead innovative projects (need for backing through the 4 phases of the creation process: emergence, experimentation, dissemination, evaluation).

However, they encounter numerous obstacles related to the specific characteristics of their innovation, an innovation that is little or unrecognised.

Identification of solutions supporting social innovation

Socially innovative entrepreneurs encounter difficulties due to the lack of visibility of support available for social innovation

Difficulty identifying the right contact within an evolving and developing social innovation support ecosystem (see pages 20-21).

Still little coordination between different professionals providing social innovation support.

Financing the risk

Due to the characteristics of this form of innovation, the financing of socially innovative projects requires patient investors confident about the long-term socio-economic impacts.

A primarily social return on investment
The return on investment where socially innovative projects are concerned is first and foremost social in nature. And it is generated over the long term.

A deferred financial return on investment
Socially innovative projects will have a much more limited and slower financial return on investment than is the case with technological innovations, for example.

“There are very few investors - including social investors - who are in a position to finance social innovation businesses in their start-up phase.”

— Clémentine Blazy

Social enterprise finance manager, France Active

Recognition of the specific characteristics of a socially innovative project

Here are three characteristics of a social innovation initiative for which entrepreneurs encounter support and funding difficulties.

Experimentation phase

It is difficult to make it understood that the experimentation phase will not make it possible to verify the success of a new technology, but to verify, for example, the success of a pilot project based on the introduction of new collective practices between professionals from a variety of backgrounds.

Research and Development in human and social sciences

Research and Development (R&D) in the field of human and social sciences is not recognised to the same degree as technological R&D, which leads to difficulties when it comes to accessing funding mechanisms specific to R&D.

Legal statuses of socially innovative businesses

While all forms of legal status allow entrepreneurs to lead socially innovative projects, some are less favourable than others. For example, a non-profit access to traditional innovation support options remains difficult, due, in particular, to a lack of understanding about how the project operates and fears regarding financial solidity. It cannot pay investors, but this legal status is not incompatible with economic profitability. Surpluses will not be redistributed but fully integrated into the capital to support the long-term future of the project.

Consult the social R&D website, created by Ellyx on www.rd-sociale.fr (in French only).

“We want to show that social innovation projects can reconcile utopia and sustainable economic models, as long as they are accompanied by appropriate measures.”

— André Aurière

Director of BGE Franche-Comté (part of a business creation network)

“Attitudes remain timorous when it comes to socially innovative projects. Players that can potentially be mobilised to jointly support or finance a project struggle to embrace social innovation terminology.”

— Fatima Bellaredj

Executive Director of the Confederation of Worker Cooperatives (SCOP)

— To find out more: Consult the “Récapitulatif des principales aides spécifiques aux projets innovants” (summary of principal aids specific to innovative projects) section produced by BPI France Création, on bpifrance-creation.fr.

SUPPORT FOR SOCIAL INNOVATION IN PUBLIC POLICIES

Momentum is growing!

Today, social innovation is identified by the European Commission and integrated within the common strategic framework for research and innovation funding in the European Union. In 2014, in France, government policies aimed at supporting the development of social innovation were reinforced at national level. At regional level, new regional innovation strategies are gradually taking into account social innovation.

In France, at national level



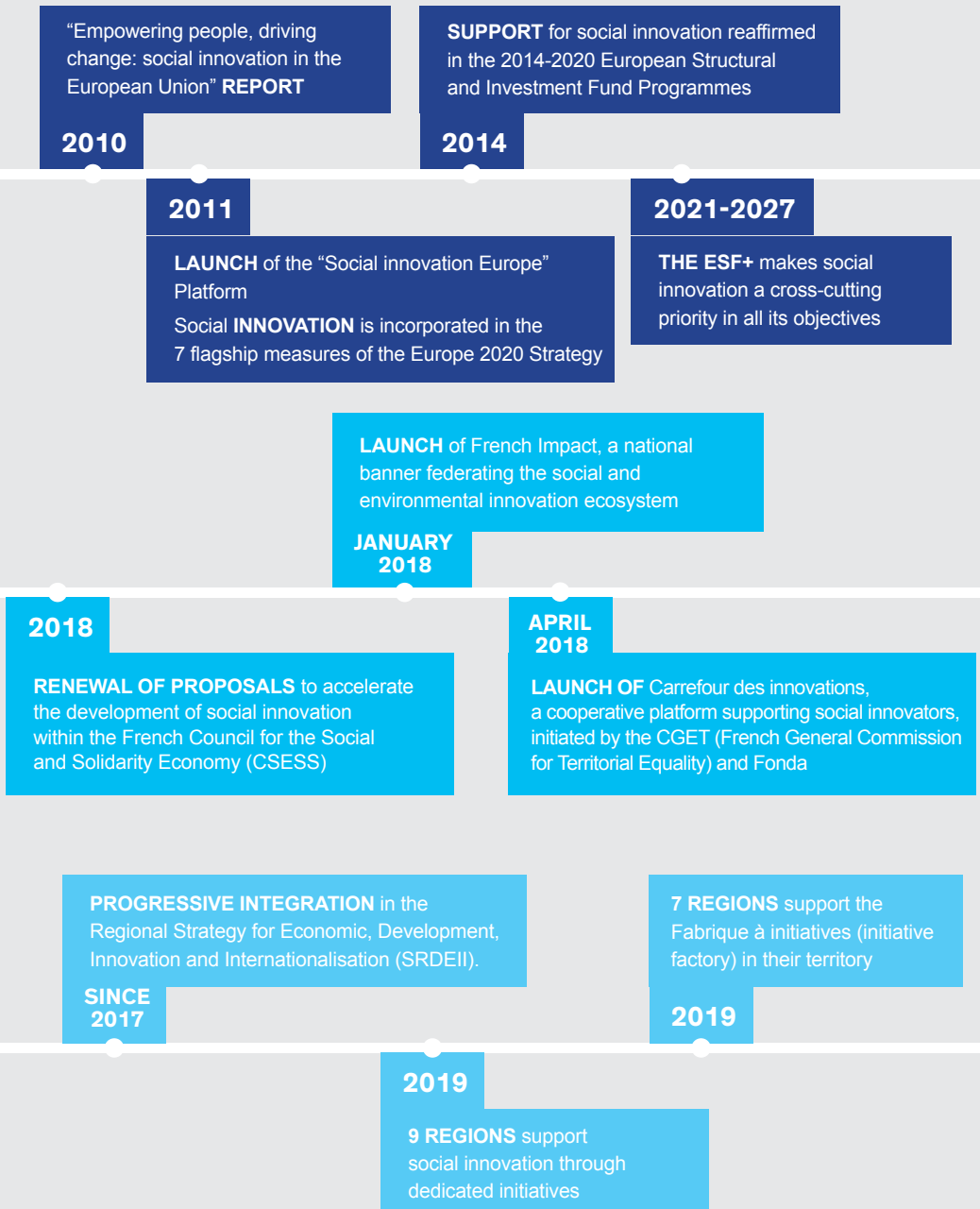
In France, at regional level



“We must rally to ensure French and European public innovation support systems are accessible to all forms of innovation, to prevent a large number of potentially transformative projects slipping through the net.”

— Paul-François Fournier *Bpifrance* & Daniel Kaplan *FING*,
 Source: “Innovation nouvelle génération” (New Generation Innovation) Guide, Bpifrance, 2015

In Europe



WHERE SHOULD PEOPLE TAKE A SOCIALLY INNOVATIVE PROJECT?

The social innovation support ecosystem is constantly evolving and there are as yet very few professionals who provide support and funding specifically for social innovation, i.e., based on precise characterisation and evaluation criteria.

Existing mechanisms may be managed by professionals specialising in innovation, traditional business creation or the social and solidarity economy (SSE).

In addition to, and sometimes in the absence of dedicated mechanisms, it is possible to direct an entrepreneur seeking support and funding for his/her innovation towards:

- Innovation support and aid mechanisms gradually being made available to support socially innovative projects.
- Support solutions provided by traditional business creation professionals, some of whom are starting to be aware of social innovation.
- Support and funding solutions provided by social and solidarity economy professionals (if the status of their structure allows it). Some of these players have developed research targeting the characterisation of social innovation in the SSE, as well as information and promotion actions concerning social innovation projects.

This diagram provides a non-exhaustive list of players, some provide support and funding solutions specifically dedicated to social innovation, others are gradually opening up to services of this type.

— To find out more about these players, go to www.avise.org

Information and guidance providers

Resource centres & Experience banks

- Avise
 - La Fonda
 - Rd-sociale.fr, managed by Ellyx
 - Le Carrefour des Innovations sociales
 - Transiscope
 - Solidarum
 - UNCCAS
 - Resolis
- ...

CRESS

Specific initiatives in Auvergne-Rhône-Alpes, Bretagne, Grand Est, Île-de-France, Nouvelle-Aquitaine.

Research laboratories & institutes

- Institut Godin
 - LEST-CNRS
- ...

Entrepreneurial social innovation ecosystem

Finance providers

European Union

- European Social Fund (ESF/ESF+)

Public finance providers

- State
- Local/regional authorities
- Banque des territoires
- Bpifrance (FISO) ...

Solidarity finance providers

- France Active ...

Foundations

- Accenture Foundation
- Cognacq-Jay Foundation
- Crédit Coopératif Foundation
- French Red Cross Foundation
- Groupama Foundation
- La France S'engage Foundation
- MACIF Foundation ...

Crowdfunding platforms

- Babeldoor.com
- HelloAsso
- Lita.co
- Spear
- Ulule ...

Solidarity investment companies

- Investir & +
- INCO
- Citizen Capital
- Les Cigales ...

Banks

Support providers

Project generators and *Fabriques à initiatives* network

Incubators/Accelerators

- 21 (by the Red Cross)
- #French Impact accelerator
- AIS#Emploi (ANSA) accelerator
- Communauté émergence et accélération, led by Avise
- Ashoka
- Social Good Lab ...

Regional innovation agencies

Some agencies have mechanisms dedicated to social innovation.

Social and solidarity economy networks

- URSCOP
- IAE (business administration institute) networks ...

General support providers

- Entreprendre Network
- Chamber of commerce and industry
- France Initiatives
- BGE
- Incubators ...

Competitiveness clusters

Contract research companies

Carnot Institutes

5 THINGS TO DO RIGHT NOW



DISTRIBUTE this publication internally. Those wishing to support or finance social innovation will have a better understanding of the theme.

VISIT www.avise.org,

the website dedicated to the development of the social and solidarity economy. The site provides a raft of information about social innovation: presentation of support and funding mechanisms, description of socially innovative projects, publications, news, etc.



ORGANISE awareness-raising workshops, take part in training courses to get a better grasp of the subject.

INTERACT with other professionals providing support and finance for socially innovative projects in order to share knowledge of actions, mechanisms or experiments led in your region more widely.



SUPPORT social innovation on the ground. Following the previous steps, you are now ready to identify, guide and support your first socially innovative projects!

TO FIND OUT MORE

THE VARIOUS DIMENSIONS OF INNOVATION

- “*Innovation nouvelle génération*” Guide **Bpifrance** 2015

SOCIAL INNOVATION

- “*Social innovation: A Decade of changes*” guide, **European Commission** 2014
- “*Panorama des actions de soutien à l’innovation sociale en Région*” **Avise, ARF, Caisse des Dépôts** republication 2015
- “*La Grande Promesse: L’innovation sociale, pour réparer et transformer notre société déchirée*” **Hugues Sibille** éditions Rue de l’échiquier 2016
- “*Caractérisation d’un projet ou d’une activité socialement innovants*” **CSESS** 2017
- “*S’engager dans une démarche d’innovation*” Guide **Avise** 2018

SOCIAL IMPACT EVALUATION

- “*Guide du retour social sur investissement*” **Essec** 2011
- “*Petit précis de l’évaluation de l’impact social*” **Avise, ESSEC, le Mouves** 2013
- “*Impact social*” Themed Report **Avise** 2016
- “*ESS et Création de valeur*” Overview **Avise, Fonda, Labo de l’ESS** 2019

SCALE-UP OF SOCIAL BUSINESSES

- “*Stratégies pour changer d’échelle*” Guide **Avise** 2014
- “*Changer d’échelle, manuel pour maximiser l’impact des entreprises sociales*” Guide **Essec** 2014

Resources can be downloaded at www.avise.org

CONTACT

If you would like more information, access to support and guidance by a qualified advisor or any documentation, please contact Avise:

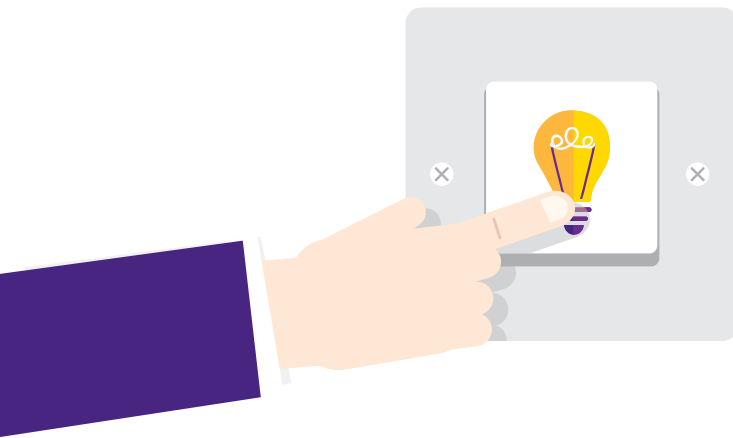
| contact@avise.org

In the same collection:

- “*MODE D’EMPLOI: Les achats socialement responsables*” **Avise** 2015
- “*MODE D’EMPLOI : L’économie sociale et solidaire en Région*” **Avise** 2016
- “*MODE D’EMPLOI : La création d’activités d’utilité sociale*” **Avise** 2016
- “*HANDBOOK: Assessing social impact*” **Avise** 2018

How do we go about identifying the socially innovative character of a project in order to provide better guidance and support? This publication produced by Avise, with the support of the Caisse des Dépôts and the European Social Fund, provides the keys to understanding and identifying social innovation, as well as the basic practical information required to better guide, support and finance a socially innovative project.

A social innovation awareness-raising summary aimed at support and finance professionals, as well as public sector stakeholders in territorial economic development.



The role of Avise is to develop the social and solidarity economy (SSE) and social innovation by providing entrepreneurs with support and helping to create a structured ecosystem conducive to their development. Created in 2002, Avise is a collective engineering agency that works with public and private sector organisations committed to public service.

www.avise.org



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