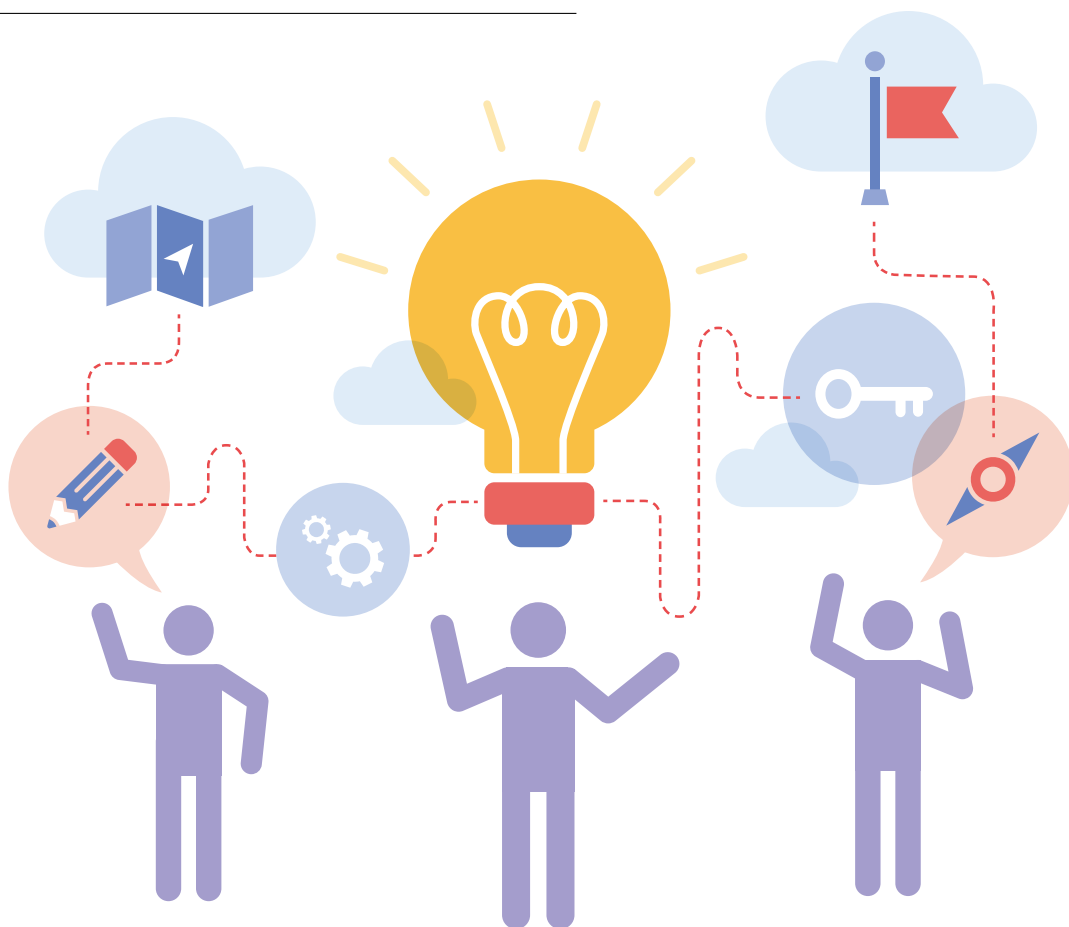
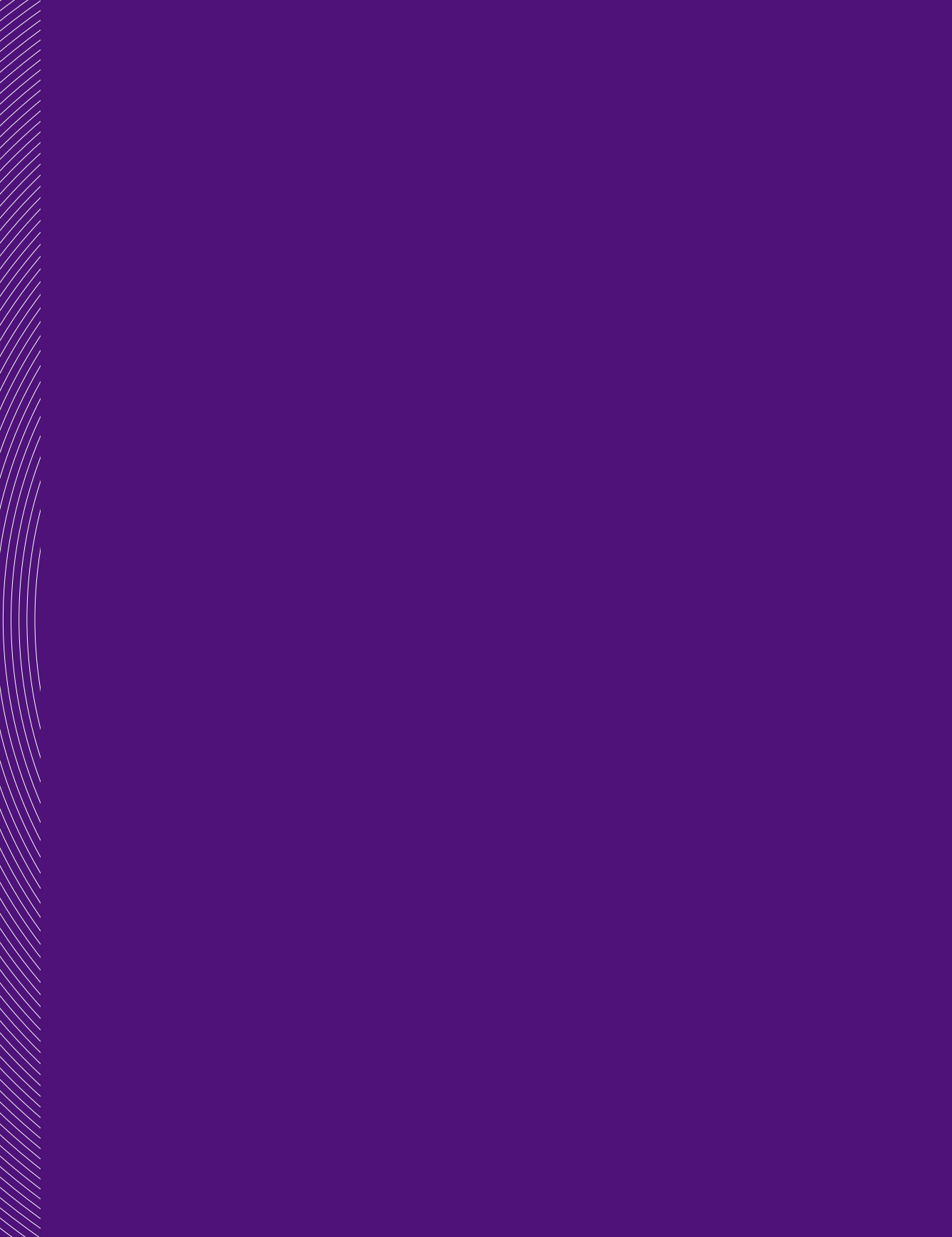


STRATEGIES FOR SCALING UP

2nd
edition

The guide for social and solidarity-based companies
seeking to maximise their social impact





LET'S WORK TOGETHER TO SCALE UP THE SSE!

On account of the huge challenges we face - the surge in poverty following the pandemic, the ecological transformation and the democratisation of our economic life - we can no longer afford to wait. To meet these challenges, we must combine the impetus of public authorities with the commitment of organised civil society. As Mayor, I see the strength and vitality of the initiatives coming from the SSE sector on a daily basis, but I also see the unmet needs and the social and environmental problems that persist. For these challenges, we need the social and solidarity economy (SSE) models to change scale.

I know that the daily life of social entrepreneurs is caught between scaling up and forging local ties and that it is hard to “industrialise” social impact, whose strength often lies in a “tailor-made” approach. The collective intelligence of those in the SSE must be combined with the strength of local public action to overcome this paradox. And just as the SSE has invented an alternative way of producing, deciding and consuming, it can also invent new ways of envisaging the process of scaling up.

The solutions are within reach of any well-informed social entrepreneur; you need to invest in networks and mobilise the stakeholders and support and funding programmes that enable you to adapt the models that work to the specific needs of local regions, while supplementing the existing offer. You need to exchange, be transparent, constantly share your strategy, and set out your political project and scaling up strategy, as well as your governance and finance strategy.

Above all, you need to take on board the political dimension of your enterprises. This is how we will manage to scale up the whole sector and make real changes to society.

François Dechy

MAYOR OF ROMAINVILLE
FOUNDER OF THE BALUCHON GROUP
MEMBER OF THE AVISE EXECUTIVE BOARD

CONTENTS



FOREWORD

P.06

1 UNDERSTANDING SCALING UP

P.08

WHAT IS SCALING UP?

The Social and Solidarity Economy, P.10
Social enterprises P.11

HOW TO RECONCILE ECONOMIC BALANCE AND MAXIMISING SOCIAL IMPACT

The economic equation: support for scaling up P.12
Social impact: the purpose and levers for scaling up P.13

SIX COMMON BELIEFS ABOUT SCALING UP

P.16

2 CHOOSING A STRATEGY

P.20

THE MAIN STRATEGIES

Individual and collective strategies P.22
The five main strategies P.23

DIVERSIFICATION

P.24

DUPLICATION

P.27

FERTILISATION

P.30

COOPERATION

P.33

MERGING

P.36

CONSIDERATIONS FOR DECISION-MAKING

Strategic parameters P.39
Organisational parameters P.40



3 MAKING A SUCCESS OF THE PROCESS P.42

AT A HUMAN LEVEL P.44

- Question the motivations of leaders P.44
- Listen to staff P.46

AT AN ORGANISATIONAL LEVEL P.47

- Analyse the potential of the organisation P.47
- Plan and implement the process P.49

AT AN ECOSYSTEM LEVEL P.51

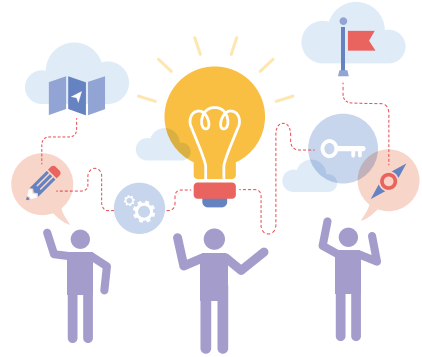
ARE YOU READY TO SCALE UP? P.54

TO FIND OUT MORE P.55

"The SSE needs support for its entrepreneurs and ecosystems that facilitate their work. There will be no scaling up without a third type of entrepreneurs."

HUGUES SIBILLE,
HONORARY PRESIDENT OF AVISE

FROM SHARED AMBITION TO **COLLECTIVE ENGAGEMENT**



It is widely acknowledged that in order to meet the significant social and environmental challenges of current times, the SSE needs to successfully scale up.

But how can we move forward from this shared ambition to actual implementation? In a particularly difficult economic context for SSE enterprises, scaling up may be perceived as going against the grain of their very purpose. However, it is an opportunity to strengthen organisations and develop their most precious asset, namely their social utility capacity.

This guide is intended for leaders of organisations and their staff, as well as for those involved in support and financing. It aims to shed light on the notion of scaling up and to promote a shared understanding.

Indeed, it seems we need to reconnect the issue of social impact with that of scaling up, thus going beyond the simple notion of growth to focus on the goals of consolidating and maximising the social impact of organisations.

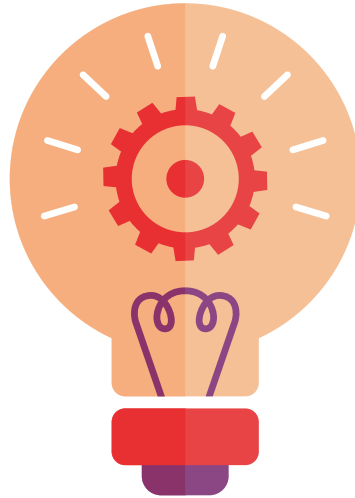
This guide also has a practical aim in that it sets out to facilitate the transition to action. From diversification to cooperation, from duplication to fertilisation and merging, it details the different strategies for scaling up and the conditions for success. Last but not least, it provides guidance on the resources, tools and mechanisms that can be used to accelerate their implementation.

Produced by Avise, it is based on a wide range of exchanges with some fifty people in the sector, including experts, social enterprise leaders, heads of sector networks, support bodies and funders.

Whether an individual or collective process, the scaling up of social enterprises above all aims to maximise their social impact.

1

UNDERSTANDING SCALING UP



What does “scaling up” actually mean?
What does it mean for the SSE ecosystem and its enterprises?
How does it differ from growth?
How does it tie in with social impact?
Fostering a shared understanding of scaling up is essential for
facilitating the transition to action.

P10

WHAT IS
SCALING UP?

P12

HOW TO
RECONCILE
ECONOMIC
BALANCE AND
MAXIMISING
SOCIAL IMPACT

P16

SIX COMMON
BELIEFS

WHAT IS SCALING UP?

Scaling up is a so-called framework concept, in that it is used to describe a range of situations and can be applied to different purposes. Using the concept of scaling up without its purpose makes no sense. The question “what scales up?” is therefore a legitimate one. Depending on the answer, we could talk about the scaling up of an action, an organisation or a sector of activity.

Scaling up describes a “process” rather than a “state”. Reflecting in terms of scaling up entails observing a changing reality⁽¹⁾.

The social and solidarity economy

Scaling up the social and solidarity economy corresponds to the global development of the sector. Increasing the weight of the SSE in terms of jobs or providing a large-scale response to social needs are both examples of the outcomes of scaling up. The objective, above all, is to propose robust and credible solutions to the dysfunctions of the current economic and social system.

According to many stakeholders, scaling up the SSE mainly involves:

- Increasing the number of organisations of social utility in order to cover all regions, creating more jobs and providing alternatives in all sectors,
- Developing existing organisations, in order to consolidate jobs and maximise their social or environmental impact,
- Structuring the ecosystem and channels and strengthening resources in order to make the sector more coherent and influential in the current economic arena.

Even though schemes to encourage the emergence and creation of activities of social utility have increased in recent years, those that enable organisations to expand should be reinforced.

note



“Organisation of social utility”, “social enterprise” and “SSE enterprise” are all terms that refer to organisations with a social, environmental or societal purpose, with participatory governance and limited profitability, whether their economic model is commercial or not. These three terms are used indiscriminately throughout this guide.

(1) Fontaine J. and Hassenteufel P., *To change or not to change. Les changements de l'action publique à l'épreuve du terrain*, Presse Universitaires de Rennes, 2002.

As such, the SSE law adopted on 31 July 2014 highlights the aim of helping the sector to scale up, firstly by strengthening the ecosystem and secondly by providing financial support to growing social enterprises.

Social enterprises

The scaling up of a social enterprise is the process by which the structure seeks to preserve or maximise its social impact, by strengthening its organisation or building on its ecosystem.

Scaling up a social enterprise is different from growing a profit-making business. Indeed, whether it involves increasing turnover or acquiring a competitor, the goal for profit-making businesses is to generate more revenue. For social enterprises, however, growth is solely a means to maximise their social impact. Yet as the social equation goes hand in hand with the economic equation, social enterprises must move forward on both fronts, taking care to maintain the balance needed to achieve their core purpose.

"Having promoted the model and having asked for funding and a law, we now have to move on to the proof stage and show that organisations in the sector can effectively scale up and provide a large-scale response to social needs."

CAROLINE NEYRON
MOUVEMENT IMPACT FRANCE



focus

WHY TALK ABOUT SCALING UP, RATHER THAN GROWTH OR DEVELOPMENT?

Considered as synonyms, growth and development refer to the way in which a company increases its earnings and profitability, thereby excluding the notion of social impact. In effect, these terms refer to a quantitative dimension, in terms of size and increase in turnover.

A social enterprise, on the other hand, seeks above all to increase its social impact. The expression "scaling up" has

become commonplace in social entrepreneurship. It is tied in with the notion of impact, representing the idea that it is the social impact that grows and not necessarily the structure.

Many stakeholders have taken this expression on board and adhere to its use. It has several advantages:

- It refocuses growth and development on the desire to maximise social impact ;
- It reflects the ambition of social

enterprises, namely to create a convergence of solutions that solve current economic and social challenges on a large-scale.

HOW TO RECONCILE ECONOMIC BALANCE AND **MAXIMISING SOCIAL IMPACT**

Scaling up is a key moment in the existence of a social enterprise. It is also a specific process that seeks to strengthen the organisation, often economically. Understanding how to align the social purpose and the economic equation during scaling up is an essential step for any manager or support body.

The economic equation: support for scaling up

In the social enterprise model, the economic equation and the social equation are intimately linked. The organisation's capacity to fulfil its social purpose will depend on its capacity to maintain the economic balance that will allow it to carry out its project in the best possible conditions.

Scaling up is based on the organisation's economic equation and it is on this basis that the social enterprise can determine its capacity for action. Indeed, depending on whether it is in a comfortable or difficult economic situation, scaling up will not pursue the same objective. Does the organisation need to preserve its social impact or does it have the possibility of maximising it? The answer to this question places the organisation in one of the following five situations:

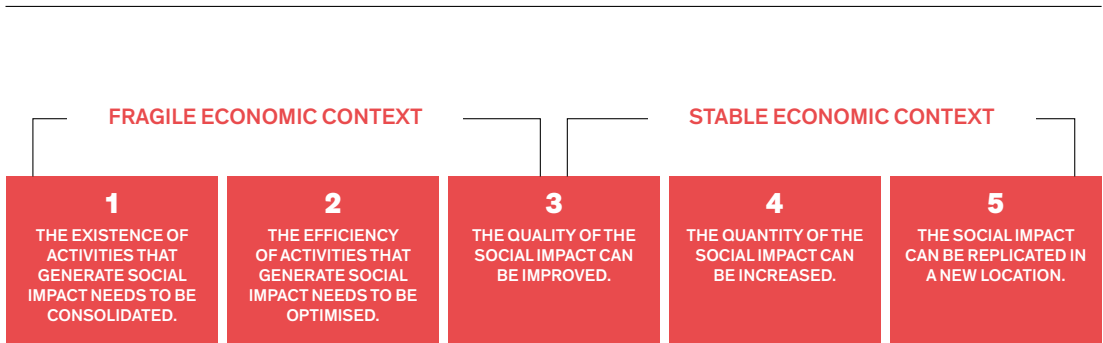
- The existence of activities that generate social impact needs to be consolidated
- The efficiency of activities that generate social impact needs to be optimised
- The quality of the social impact can be improved
- The quantity of the social impact can be increased
- The social impact can be replicated in a new location

pointer



THE ECONOMIC MODEL

is the synthetic and schematic representation of how the social enterprise creates value.



Depending on its situation, the organisation will be able to determine the social impact goals it can set itself.

note
SCALING UP AS A CONSOLIDATION TOOL

In a context of economic fragility, it may be difficult to find the financial and human resources needed to maximise social impact. In such cases, priority may be given to safeguarding and preserving the social purpose. So, contrary to expectations, some scaling up strategies can be used to consolidate by strengthening the structure's economic model and activities (as with mergers, for example). Scaling up can also be a way of optimising processes and seeking efficiency. It is of course necessary to bear in mind that this economic consolidation should not overshadow the primary objective, namely to safeguard the social purpose of the organisation.

Social impact: the purpose and driver of scaling up

Preserving or maximising social impact is the goal of scaling up, but it is also the “driver” of the process.

By driver, we mean that this is the major and decisive criterion in the strategic choices and in the key progress stages of the process.

Distinguishing intermediate objectives from the final objective.

When social enterprise leaders are asked about their motivations for scaling up, they list a whole series of reasons, both economic and social, such as to secure the activity, free themselves from dependence on a single client or gain visibility.

However these are intermediate objectives, specific to each enterprise. These intermediate objectives will make it possible to achieve the final objective of better fulfilling the established social purpose. Whether it is by strengthening its financial model or by increasing its capacity to influence its partners, social enterprises are always looking to better meet the social purpose they have set themselves.

Identifying the social impact objective

It is therefore essential for a social enterprise to identify the main social impact objective it is seeking to achieve through scaling up. These objectives are closely linked to the economic opportunities and needs of the enterprise. Depending on its situation, it will aim to:

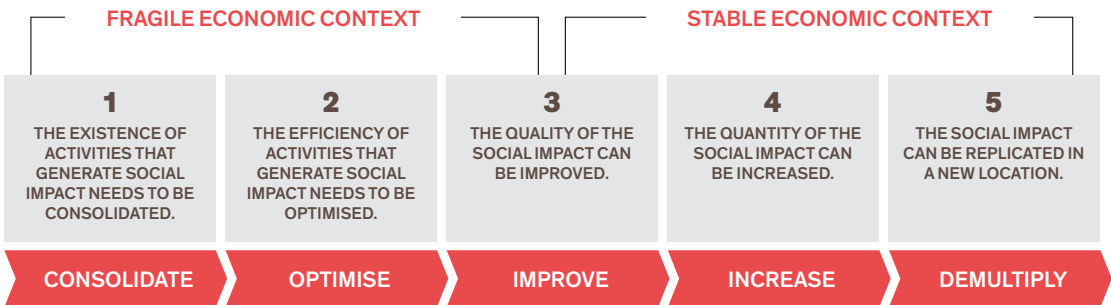
- Consolidate its social impact (in case of threat)
- Optimise it (seek performance)
- Improve it (qualitatively)
- Increase it (quantitatively)
- Demultiply it (replicate it in other locations)

pointer



SOCIAL IMPACT

consists of “all the consequences (evolutions, inflections, changes and ruptures) of an organisation's activities both on its external stakeholders (beneficiaries, users or clients), whether direct or indirect, in its location and internally (employees and volunteers), and on society in general”, according to the French Council for the Social and Solidarity Economy.



As in any hierarchical process, before moving from one stage to another, it is necessary to ensure that the objective of the previous stage has been achieved.

For example, duplicating a social impact activity in a new location, when no thought has been given to optimising it, potentially compromises the scaling up of the social enterprise (for an activity requiring resources that are difficult to find, for example). Of course, in reality, following this recommendation is complex and not always possible.

Measuring and monitoring the social impact

By their very nature, organisations of social utility seek to generate a positive impact to address the social problem they face. Preserving or maximising this impact is the main goal of any scaling up. This is why it is essential for the organisation to be able to know, qualify and monitor the evolution of its social utility. Although complex, this assessment process can be based on existing methods, such as the Social Return on Investment (SROI), or the *Outcomes Star*.

Taking the temporal nature of situations into account

Finally, it is important to emphasise that each objective and each result must be considered at a given moment in time. A social enterprise may consider that it has reached its maximum quality objective with the resources available and usable at a given time. From then on, it can start working on the next objective, such as quantity.

on line



THE NATIONAL RESOURCE CENTRE ON EVALUATING SOCIAL IMPACT

Covering definitions, challenges and methodologies, the Resource Centre dedicated to evaluating social impact, run by Avise, provides the keys to understanding and taking action to launch the process.

Available on:
www.avise.org



note

THE IMPORTANCE OF GIVING PRIORITY TO SOCIAL IMPACT OVER TIME

Adopting an approach that aims to give priority to social impact at all times protects against the often-mentioned risk of losing sight of the social purpose. While

it is true that in difficult situations, economic objectives may momentarily take over in order to ensure the economic survival of an organisation, it is the social impact

objective that prevents it from adopting the classic economic logic of profit and gain as a pretext for growth.

SIX COMMON BELIEFS ON SCALING UP



Scaling up overshadows the social purpose

False... but there is a risk: The fear of neglecting or losing sight of the social purpose is present, often more so among funders than among managers. There is a risk of over-prioritising economic objectives over social objectives. To mitigate this, a robust impact as-

essment system, shared with the social enterprise's stakeholders, is required. Similarly, committed governance that is attentive to both social impact and economic balance helps to keep the risk at bay.

"Emmaüs Défi's success is based on economic development, which allows everyone to exist, to have a place and be useful in society. There can be no sustainable social development without economic development and the economy must not forget the ultimate goal, which is humankind."

CHARLES-EDOUARD VINCENT
FOUNDER OF EMMAÛS DÉFI

focus

HIGHLY REPLICABLE SOCIAL INNOVATIONS

It would appear that the tension between the social and economic equation is stronger in organisations whose model is based on highly replicable social innovation. These organisations hesitate between two positions. Either they choose to disseminate their innovation on a large scale, under *open source*⁽¹⁾ principles, and in this case, do not derive any economic income from

their innovation because it will be developed by others ; or they try to expand it themselves, on a much smaller scale, while trying to earn income from the development. The second option is often preferred so as not to distort the project and to preserve the original quality and values.

(1) The open source concept originated in the world of software. Open source software means "users are allowed to run, study, modify and improve the software" according to the GNU, www.gnu.org.



Scaling up means becoming a “large group”

Not necessarily: Although there is a common perception that the notion of scale is linked to that of a “large size”, an organisation can scale up and maximise its impact, by going from 3 to 10 employees for example. Becoming a large group

is a complex and long-term process that is not suitable for all social enterprises. Small, medium and large organisations can all scale up.

point of view

OF CHRISTIAN VALADOU, L'AUTRE ENTREPRISE (2014)

The notion of scaling up has been publicised by large organisations, such as Groupe SOS, Vitamine T and IDEES. These are high-potential groups that have boosted development of the SSE, yet they do not sum up the SSE environment. They provide a dynamic and structuring force for the sector, but there may not be enough

room to multiply the number of large groups indefinitely. Although these groups are important, there should not be a gap between them and smaller organisations. On the contrary, ongoing exchanges should be encouraged to pull up the smaller organisations and help them grow.

case study

TOUTENVELO, SPINNING OFF THROUGH A NETWORK OF WORKER COOPERATIVE FRANCHISES

In most cases, and particularly in the SSE, scaling up does not involve becoming a large group. Indeed, spin-offs are possible into other locations, thereby increasing the social impact while retaining a human-scale structure. This was the case with TOUTENVELO, an urban transport company that provides urban logistics services and a removal service using bicycles, as well as manufacturing bicycle trailers. TOUTENVELO is also a franchise, established in 10 cities (Rennes, Rouen, Grenoble, Caen, Aix-en-Provence, Marseille, Lyon, Le Havre, La Rochelle, Dijon) on a relatively flexible “freechise” model, also known as a “social franchise”. In this case, the local branches are independent and autonomous worker cooperatives (SCOP) that benefit from the support of the network and the brand.

The network is growing steadily and now employs 26 people, while being committed to maintaining

the spirit of its early days.

Olivier Girault, co-manager, explains: “Everyone knows each other in the network. We make sure that the members of the network are in regular contact with each other. This notably involves quarterly seminars during which we all get to know each other properly and have really interesting and enriching discussions”.

TOUTENVELO is now structuring the network around the TOUTENVELO Multi-stakeholder Cooperative (SCIC). “While holding onto our founding values!”, continues Olivier, in other words the spirit of the 3 founders when the project started out in Rennes, 7 years ago”. It is therefore possible to grow the project and spin it off nationally, while maintaining strong human contact between all the members.



Scaling up means recruiting more staff

Not always: An increase in the number of employees is often a result of the scaling up process, but is not necessarily the objective. Scaling up can be achieved initially without recruiting more

staff. However, if the capacity to produce social impact grows, teams will need to be strengthened.

focus

WORK INTEGRATION SOCIAL ENTERPRISES (SIAE)

SIAEs are an interesting case in this respect. Since their social purpose is to integrate those excluded from the job market into the workplace, it is also by offering more jobs that they will increase their social impact. However, the logic is the same as that described above: it is not a

question of recruiting employees to develop new activities, but rather of developing new activities as a support for the recruitment and subsequent integration of people who are excluded from the job market.



Scaling up is not an option for all organisations

True and false: All organisations, including those in difficulty, can look at their social impact and ask themselves how they can maximise it. For organisations in difficulty, scaling up can be a solution to a fragile economic situation, provided that the right strategy is chosen. Scaling up is therefore a process that can be implemented by any organisation that wishes to do so. However, the timing is not necessarily right for all organisations. Indeed, they must meet all the following

conditions at a given moment:

- Have demonstrated their social impact and the viability of their economic model,
- Be run by open-minded and convincing leaders, who are capable of successfully completing the process,
- Have the support of their operational teams, stakeholders and governance,
- Be able to do mobilise human and financial resources.

5

Scaling up is a quick process

False: The length of time needed for the various scaling up steps depends on the complexity of the strategy chosen and can take several months or even years. Whatever the strategy adopted, the preparation stage is a major part of the process and should be given the necessary time. This mainly involves preparing the process at three levels:

- At a human level, assessing whether the leaders, teams and stakeholders are ready.
- At an organisational level, where it is crucial to analyse the relevance of scaling up for the organisation with regard to its strengths, weaknesses, opportunities and threats.
- At an ecosystem level, knowing how to mobilise the resources of the local area in which the social enterprise is evolving.

6

Scaling up can take place at any time

False: While the question of social impact can be raised at any time in the life of a social enterprise, scaling up, on the other hand, is a process that needs to be chosen at the right moment. Although the triggers vary from one organisation to another, evidence suggests that scaling up is initiated by the conjunction of an internal desire and an external opportunity or constraint that facilitates implementation

of the process. This conjunction minimises both the risks and resistance. Once these elements are in place, scaling up is a process that requires rigorous project management. Scoping, planning, mobilising resources and tracking intermediary objectives are all crucial to the success of the project.

focus

INNOVATIVE ENTERPRISES

Often the occasion arises before the company is ready to take it. This is the case for innovative companies whose concept appeals to a very large number of people. Many project owners, financiers and other stakeholders ask leaders to expand, even if they have not yet succeeded in stabilising their initial model. If they decide to go

ahead at this point, it is vital that they are able to assess the risks and costs of the opportunity.

To find out more, read the guidebook *L'innovation sociale*, the second edition of which was published by Avise in 2019.

2

CHOOSING

A

STRATEGY



How do you go about scaling up?

There is obviously no single way to do it.

Depending on the specific nature and challenges of each social enterprise, certain strategies will be more appropriate than others. Knowing the various possible options and drawing up their advantages and disadvantages is an essential step before embarking on the project.

P22

P24

P27

P30

P33

P36

P39

THE MAIN
STRATEGIES

DIVERSIFICATION

DUPLICATION

FERTILISATION

COOPERATION

MERGING

CONSIDERATIONS
FOR
DECISION-MAKING

THE MAIN STRATEGIES

Choosing the right strategy for scaling up successfully is an important step that requires time and thought.

First of all, you can choose to scale up autonomously or in close cooperation with other organisations. Social enterprises are often attracted to cooperation, a trend that can be explained not only by the strong partnership culture of the SSE, but also by an increased interest in mutualised and grouped forms that provide a new response to social and environmental issues.

Cooperation therefore plays a fundamental role in scaling up⁽¹⁾. It supplements the more traditional strategies generally used by social enterprises in their individual paths.

Individual and collective strategies

There are therefore two main types of strategies for scaling up: individual strategies and collective strategies. They obviously each involve their own challenges, methods and risks.

Individual strategies are characterised by the fact that the main decisions are taken by one and the same organisation (by its leaders or governance). This means that the objectives guiding the scaling-up process are specifically linked to the organisation.

Collective strategies, on the other hand, are characterised by the fact that decisions are taken collectively by a group of organisations that are seeking to expand together. This means that the objectives of scaling up go beyond individual interests and are linked to a location or a sector of activity.

note



COLLABORATION IS NOT ABSENT FROM INDIVIDUAL STRATEGIES

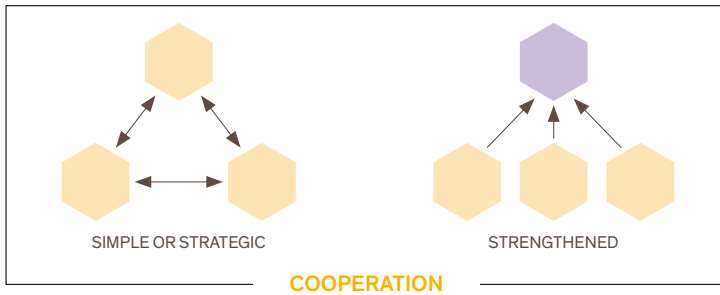
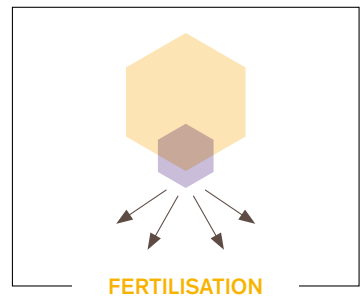
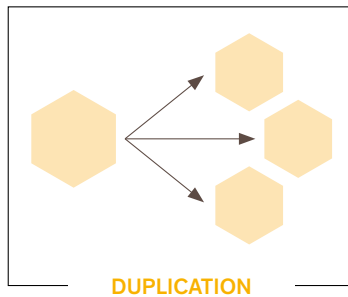
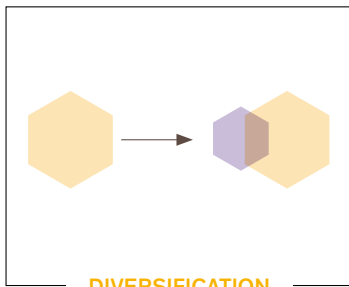
Individual strategy is when decision-making is driven primarily by the specific interests of the social enterprise. In a collective or joint process, on the other hand, the interests of the different stakeholders are taken into account on an equal footing and a consensus needs to be found for each decision.

(1) 90% of the European social entrepreneurs surveyed in the BENISI programme consider cooperation as a means of scaling up. Social entrepreneurs also collaborate with mainstream companies: this is the case for 85% and more than 9 out of 10 are satisfied with this, according to the 2019 Convergences Social Entrepreneurship Barometer.

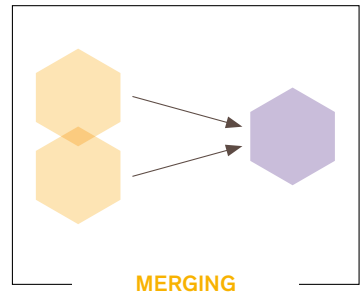
The five main strategies

Organisations of social utility can adopt one or more of the five strategies below when they wish to scale up:

- Diversification: creating a new activity to enrich the model
- Duplication: replicating the model in other locations
- Fertilisation: disseminating know-how on a large scale
- Cooperation: joining together with other organisations to do better and more
- Merging: merging assets with another organisation



COOPERATION



MERGING

The strategy of developing the same activity in the location, individually and without transforming the economic model, has not been retained as a strategy for scaling up. Instead it is considered to be a natural progression in the life cycle of an organisation, without necessarily involving any specific challenges or procedures. This is why it is not one of the strategies listed.

These standard models are obviously not intended to be exclusive or exhaustive. As with any diagram, they involve a degree of simplification. It is not uncommon, moreover, for strategic choices to prove complex in reality and for organisations of social utility to combine several strategies or adapt them to their specific goals.

DIVERSIFICATION

CREATING A NEW ACTIVITY TO ENRICH THE MODEL

Diversification involves developing one or more new activities that can be similar or different to the core business of the organisation. The new activities thus created can produce additional social impact or serve as an economic support for the impact. This strategy results in the creation of new Strategic Business Units (SBU).

For example, an integration workshop and project, whose economic activity is a company restaurant, develops a new SBU if it decides to create a carpentry workshop. Although the social impact remains the same (namely the integration of employees), the model is transformed.

Principal methods

There are different levels of diversification:

Vertical diversification

The social enterprise develops a new activity upstream or downstream of its original activity, extending into its own sector. Upstream, for example, the social enterprise can develop the activity of a potential supplier and downstream, it can get closer to its target by developing the activity of a potential intermediary.

Horizontal diversification

The structure creates a new activity close to the original activity, in the sector in which it is already present. It has strong expertise and relies on its experience in the field to develop the new activity.

Conglomerate diversification

This consists of developing a new activity that is radically different from the social enterprise's original activity and which is part of a completely different sector.

pointer



STRATEGIC BUSINESS UNITS (SBU)

These are semi-independent units of the organisation to which resources can be allocated or withdrawn (without affecting the rest of the organisation) and to which a specific strategy can be assigned⁽¹⁾. An organisation can have several SBUs.

(1) From the article "Strategic Business Units: Examples, Definition & Quiz" on education-portal.com



case studies

VERTICAL DIVERSIFICATION: CHÊNELET COOPERATIVE GROUP, ACTIVITIES THROUGHOUT THE CONSTRUCTION TIMBER INTEGRATED CHAIN

Founded 30 years ago, Chênelet structures employ 300 staff, including around 200 positions for people reintegrating the workplace. It runs integration workshops and projects, an integration enterprise, a housing company and a design office. The group's economic activity is involved in the integrated wood sector, from forestry, sawmills and the production of eco-materials to the manufacture of pallets and even the construction of ecological wooden housing.

The whole strategy is based on “an industrial rationale, to which we apply the principles of integration and engagement in the local area”, explained the founder François Marty. The group's integration enterprise is Europe's leading producer of non-standard pallets. Similarly, the social housing company, which builds social accommodation with high ecological and social value, has experienced significant growth in its activity over the last ten years. Even if the activities are different, the strategy is thought out globally, which

means that the group is developing its brand as a guarantee of quality. As François Marty explains, “To elected officials, we can sell ‘Chênelet houses’, in other words quality constructions, particularly in terms of energy savings, for the people who need them the most”. In addition to this vertical diversification, the group has also embarked on a conglomerate diversification, including the creation of a canning factory, a chocolate workshop and a gifts business.

HORIZONTAL DIVERSIFICATION AGIL'ESS, CAR SALES TO FOLLOW ON FROM REPAIR AND RENTAL SERVICES

AGIL'ESS is a network of solidarity garages that has developed from a single solidarity garage located in Aquitaine. Garages in the AGIL'ESS network employ people on social integration schemes and provide mobility solutions to people who cannot afford the services of conventional garages. AGIL'ESS thus offers low-cost vehicle repair and maintenance services and rents out vehicles at a lower cost to marginalised people. However, this rental, which lasts for a maximum of three months, does not

cover the needs of AGIL'ESS beneficiaries on a long-term basis. Aware of these limitations, AGIL'ESS's manager, Bernard Dèche, decided to launch a new activity, namely selling cut-price cars. Drawing on its expertise in the automotive field, AGIL'ESS refurbishes second-hand vehicles and offers them for sale to beneficiaries who have long-term mobility needs. In addition to the car, they can benefit from reduced insurance costs, as well as the option of purchasing the car using a microcredit granted by the

Association for the Right to Economic Initiative (ADIE). Having received support from the P'INS programme, jointly headed by Avise and the MACIF Foundation, and from Ashoka's Impact programme, AGIL'ESS formed a network to develop its activities in other regions. The AGIL'ESS network now includes 43 garages and helps its members with creation and development, training, advocacy, innovation and measuring their impact.

CONGLOMERATE DIVERSIFICATION: ARES GROUP, ACTIVITIES IN VERY DIFFERENT SECTORS

The ARES Group comprises a range of different structures dedicated to integration through economic activity, which accompanied nearly 1,000 employees in 2018, twice as many as five years previously. The group's activity is based on a very strong relationship with its clients, which has enabled it to become involved in very different sectors of activity. For example, ARES has created a social joint-venture called Log'ins alongside the Norbert Dentressangle group, a logistics specialist. The group has also taken over the company La Petite Reine, which is

now jointly owned by ARES and Star's Services, providing environmentally-friendly delivery services using tricycles. With non-profits, social joint-ventures and other projects, the ARES group has 13 establishments in France and operates in 7 different business areas:

- Packaging, logistics and shipping
- Outsourced service management
- Collection and recycling of office equipment
- Construction services
- Ecological transport of goods
- Circular economy
- Digital services

Director Thibaut Guilluy believes that the diversity of the group's activities is a real strength: “Our group rationale allows us to provide the means for each initiative to develop efficiently by pooling a maximum of resources (financial or commercial departments, training courses, partnerships with companies and access to markets). As such, we want to consolidate our different structures and continue to develop each of our activities”.

Diversification is a strategy often adopted by Work Integration Social Enterprises (WISE). Attention should be paid to the context in which these diversifications take place, as they are sometimes triggered by financing opportunities. However, this should not prevent the organisation from drawing up a real business plan, as launching a new activity requires knowing how to anticipate changes (cash flow, for example) and avoid putting existing activities in difficulty.



focus

SOCIAL INNOVATION COMMUNITIES: DIVERSIFICATION PLATFORMS

Created on the basis of a common project, social innovation communities bring together individuals who collaborate in an open and voluntary manner to develop social innovations (e.g. *MakeSense*, *OuiShare* or *DiscoSoupe*).

Focusing on an inclusive approach, they enable the development of a myriad of projects and as such operate as diversification “platforms”. A good example of this is the *MakeSense* community. Beyond the project to support social entrepreneurs, members

of the community have developed various projects, such as *SenseSchool*, *CommonsSense*, *SenseCube*, *Social Media Squad* and *FoodSenseTour*.



diversification at a glance

ADVANTAGES

- Strengthens the organisation by reducing its dependence on a single market or a small number of clients.
- Helps to cope with the difficulties of a seasonal activity.
- Provides better coverage of social needs (for example, in vertical diversification).

KEY SUCCESS FACTORS

- Using R&D or the expertise of qualified partners to better identify and understand needs.
- Carrying out a strategic reflection before implementing the process. The social & economic potential of the new activity needs to be qualified, together with an estimation of its critical size.

DISADVANTAGES

- Requires a significant initial investment to develop the new activity.
- May weaken the existing activity if the new activity is not sufficiently dynamic. It is therefore necessary to know how to give up an activity that does not work.

PITFALLS TO AVOID

- Be particularly vigilant if faced with a diversification that does not stem from a need. For example, if a project is pushed by a partner or in order to obtain specific funding, it is necessary to test the idea in the market and anticipate the medium and long-term risks.

DUPLICATION

REPLICATING THE MODEL IN NEW LOCATIONS

Duplication involves reproducing the model of a successful social enterprise in one or more new locations. Replicating or reproducing means that the key elements that make the model successful and produce social impact will be kept and structured in the same way as in the original project. It is obviously necessary to adapt to the new location and this involves taking into account the interests and requirements of new stakeholders, as well as local habits and issues. Duplication involves creating new structures (legally autonomous or not).

Principal methods

There are three standard methods, which organisations often link together (over time or at a given moment):

Flexible duplication

The founding structure provides flexible support to create new legally autonomous structures. These often operate a network and share some common features (values, missions, etc.).

Franchised duplication

The parent structure formalises a number of principles, goals and tools that make up a “brand”. Project owners wishing to use this brand then sign a legally binding agreement with the founding structure.

Centralised duplication

The founding structure itself creates local branches or subsidiaries in a new location. There are two possible forms of legal structures for this model, namely a group consisting of a head office and branches without legal autonomy or a group consisting of a holding company with legally autonomous subsidiaries.

pointer



DUPLICATION, REPLICATION OR SPIN-OFF: WHICH IS THE RIGHT WORD?

Replication, transposition, duplication and spin-off are all terms used indiscriminately to refer to the same thing, namely a voluntary approach by a social enterprise to reproduce its concept, in particular its social impact, in another location, while taking into account the local context.

The difficulty in deciding upon a term is often linked to the fear of copying and pasting initiatives, but it is unrealistic to want to apply an identical recipe that works in one location to another, without adapting it.

What are the challenges of duplication?

Adapting to the local context and geographical area

The concern over adapting the concept to the local context is a major feature of duplication. This explains why organisations generally avoid locking themselves into a single duplication mode, and instead seek to duplicate in a variety of ways.

Choosing the best type of internal organisation

Many organisations duplicate following one of the previously presented methods and then organise themselves in a different way, either more or less flexible than the first.

Moving from an individual to a collective rationale

Duplication is an individual strategy because the decision to create or help create new structures must be taken voluntarily by the parent structure. When the duplicated structures subsequently form a network, duplication leads to a collective approach. The network can then optimise its social impact, for example by engaging in mutualisation.

read



SCALING THE IMPACT OF SOCIAL ENTERPRISES

This 2016 publication by the Organisation for Economic Co-operation and Development (OECD) sets out the main scaling up strategies for social enterprises.

It is available on:
www.avise.org



duplication at a glance

ADVANTAGES

- Responds to social needs that exist in a number of locations.
- Can improve an area of expertise through the capitalisation of practices within a network or franchise.
- Duplication support schemes are becoming more readily available.

DISADVANTAGES

- May require significant financial and human investment.
- Can be a complex process that takes several years.
- Requires human resources to facilitate and coordinate the network.

KEY SUCCESS FACTORS

- Analysing whether the organisation is ready for duplication.
- Modelling the concept, formalising the elements that make the project successful and that can be reproduced.
- Testing the project with a pilot in a single location to learn how to duplicate, before developing on a wider scale.
- Knowing how to adapt the concept: what is the local culture and what concerns do the stakeholders have?
- Following the expectations of the structures created, defining the expected autonomy at each stage.

PITFALLS TO AVOID

- Don't underestimate the complexity of the project and the need for resources.
- Ensure the leader is closely involved: it is not enough to simply put one person in charge of development.
- Clearly define the capacities expected of project owners and take the time to select them.
- Don't underestimate the need for stakeholders to be reassured and involved from the start of the project, especially when the idea comes from elsewhere.



case studies

ADAPTING TO LOCAL CONTEXTS AND GEOGRAPHICAL AREAS: SIMPLON.CO, SCALING UP BY ADOPTING A RANGE OF DUPLICATION METHODS

Simplon.co is a school for digital developer-programmers and social entrepreneurs. It is primarily open to young people from working-class districts and from low-income backgrounds, to girls, and to people with innovative projects focusing on areas of general interest (health, social work, dependency, environment, education, energy, etc.). As soon as the first site opened in Montreuil in 2013, requests to duplicate the concept poured in. Project co-founder, Frédéric Bardeau examined the motivations of the interested parties, together with the opportunities and feasibility of each request. Then, to respond to these requests, the Simplon.co team established the concept's

model: what makes the social enterprise unique, the criteria that guarantee the sustainability of the social purpose, the conditions for opening and even the project's mindset. Simplon.co decided on a range of methods for scaling up:

- **Seconded classes:** this involves purchasing a service, with the provision of a Simplon.co trainer. The project can be developed temporarily (test classes) or permanently. The seconded classes can then evolve into a more permanent establishment, in the form of a seconded centre or subsidiary.
- **Establishment:** this involves creating a decentralised Simplon.co school. The establishment of a local Simplon.co

is a more permanent version of the seconded classes.

- **Subsidiary:** this involves creating decentralised establishments or joint-ventures. Governance is shared according to the share of each party in the subsidiary (minority or majority). These different methods allow the school to adapt to the local context and it has gradually opened around thirty branches throughout France, as well as expanding abroad, particularly over the last three years. Simplon now operates in 14 countries.

CHOOSING THE BEST TYPE OF INTERNAL ORGANISATION: MÔM'ARTRE, FLEXIBLE DUPLICATION YET WITH CENTRALISED ORGANISATION

The first Môm'artre was founded in Paris in 2001. It provides affordable and comprehensive childcare services for children aged 4 to 11, with prices tailored to incomes and extended opening hours. Up until 2012, 8 branches had been created in a flexible way, operating in a network. They were linked by an agreement that allowed the branches to share the Môm'artre values, prices and operating methods. The branches also paid the network for services to perform support functions. Yet it

became highly complicated to run the branches. The multiplication of structures became a source of risk as there was no consolidated vision and no possible cash flow between the structures. This was when it was decided to wind up the local associations while keeping the network, which absorbed the branches in the form of secondary establishments. "We now have a global vision, while distinguishing the actions of each structure," explained the founder, Chantal Mainguené.

Môm'artre now has 17 branches, has embarked upon other activities (including training in their own accredited centre) and is continuing its reorganisation. "Every 3-4 years, we restructure according to how our activity is developing," said the founder. The organisation has retained sufficient flexibility to adapt to local opportunities and needs.

MOVING FROM AN INDIVIDUAL TO A COLLECTIVE RATIONALE: RÉSEAU CITIZ, FROM DUPLICATION TO MUTUALISATION

Réseau Citiz is a car sharing network, providing its customers with self-service vehicles. Users pay a subscription fee for the service, as well as a fee per journey. The network was founded in Strasbourg in 2000 and now has 12 independent local car sharing operators, around 1,200 vehicles on the road in over 110 towns &

cities and 40,000 users. The network has made it possible to pool many services, such as insurance, purchasing and the call centre. According to Jean-Baptiste Schmider, Citiz CEO and co-founder, structuring the network required a long maturation phase. "Structuring was complex, particularly as the technical

systems were not the same for all local operators. We have now finally achieved what we wanted in terms of network integration, namely a common brand and a shared technological system".

FERTILISATION

DISSEMINATING KNOW-HOW ON A LARGE SCALE

Fertilisation consists of disseminating a specific area of expertise or know-how that has proved its worth to other stakeholders so that they take ownership of the approach and, in turn, reproduce the social or environmental impact. It therefore involves giving the means to intermediaries or to the beneficiaries themselves to improve their practices.

No new entities are created with fertilisation (the expertise is passed on to existing structures or individuals) and governance is not necessarily organised as in a network, although this can be the case.

Principal methods

Formal fertilisation

This involves the formal dissemination of know-how, an area of expertise or a specific approach to existing stakeholders or structures. This know-how is transferred in a rigorous manner (such as through training) and its acquisition (labelling and designation) is subject to criteria drawn up by the structure delivering the knowledge.

Open fertilisation

This involves disseminating knowledge or know-how as widely as possible and without specific constraints to a multitude of stakeholders in order to provoke or influence change towards more virtuous behaviour. To achieve this, large-scale dissemination is carried out in particular through digital technology and with an open rationale.

note



Adopting a fertilisation strategy makes it possible to multiply the impact in new locations, yet it differs from duplication in that it does not involve the creation of new entities.

Indeed, fertilisation makes it possible to reproduce and multiply the impact without the need to create new organisations.



case studies

FORMAL FERTILISATION:

ÉCOLO CRÈCHE®, CREATING A LABEL TO ENABLE OTHERS TO INCREASE THEIR IMPACT

Écolo crèche® is an environmental management system designed for the needs of early childhood facilities, developed by Echo(s). Created in 2013 on the strength of nearly 15 years of associative experience, the Écolo crèche® label covers a wide range of practices

and recommendations concerning the layout and maintenance of the premises, food, waste, and the education of young children. The Ecolo crèche® label is a sign of the commitment of the management, crèche staff, families and subordinate institutions. With approximately 180

crèches awarded the label and hundreds more in the process of obtaining it, the ecolabel facilitates and enables the expansion of an approach with a strong environmental and social impact, without the need to create new structures.

OPEN FERTILISATION:

DISCO SOUP, OPEN AND SHARED KNOW-HOW

The Disco Soup movement was launched in March 2012 in order to raise awareness about food waste in a simple and participatory way. Its main means of action is to organise events called Disco Soups (or Disco Salads, Disco Smoothies, etc.). These are open, fun, collective cooking sessions using unsold fruit and vegetables. Accompanied by music, the soups, salads, fruit juices or smoothies are then given away free of charge or in exchange for a donation.

In line with the “slow food” movement and inspired by a German idea, Disco Soup is developing rapidly throughout France. This development is mainly based on the distribution of a toolkit, available freely on the Internet, which enables anyone to organise a Disco Soup event. “Open

source is a powerful concept: by putting the toolkit online, we can give power back to the people and ensure it is easy to take on board,” commented Marine Lafon, one of the project initiators. Although modelled, Disco Soup events can be adapted to the context and needs of different geographical areas.

This type of open approach also has its risks. For example, people may try to subvert the principles, by charging for an event. Except for a charter setting out the values of the approach, means of control are limited. “*Our main means of action to avoid the concept being misused is communication and we have a large community on social networks that alerts us if ever this happens. Apart from that, the risks inherent in open source will always be*

there” concluded Marine Lafon.

APART from the creation of two branches in Marseille and Lyon, Disco Soup has scaled up without creating new entities, relying instead on groups throughout France and abroad to adopt the approach.



point of view

OF PIERRE-YVES SANCHIS,

FOUNDER OF YOU MATTER (FORMERLY E-RSE.NET) AND COMEEN

The Internet and social networks can be very useful tools for changing behaviour or giving a strong media impact to messages conveyed by social entrepreneurs. To raise awareness on a large scale, it is best to use existing tools and platforms

(such as Facebook and Twitter), without necessarily seeking to design your own application or website. In addition, we are increasingly seeing bodies carrying out offbeat and original awareness-raising actions (such as the Tinder initiative by the

Immigration Council of Ireland). The aim is to appeal to bloggers and web influencers so that the more traditional media will then take up the message.



fertilisation at a glance

ADVANTAGES

- Can be used to build on a key skill or know-how to maximise impact without the need to increase organisation size in the short term.
- Requires little investment to achieve a significant increase in social impact, providing ingenuity is used.
- Increases visibility and influence when the know-how is adopted by a large number of people.

KEY SUCCESS FACTORS

- Ensuring the developed know-how produces a real social or environmental impact.
- Modelling the know-how as accurately as possible and introducing a system of capitalisation and feedback.
- Taking advantage of digital opportunities to increase project visibility and transfer the know-how on a large scale.
- Identifying the levers for rapid adoption of the know-how (addressing a specific community and using media to reach the final target quickly).

DISADVANTAGES

- Does not apply to all social utility organisations.
- Assumes that the social enterprise has developed high value-added know-how, which is of major interest.
- Represents an uncertain approach as regards the economic model, as large-scale dissemination is often (but not always) free of charge.

PITFALLS TO AVOID

- Don't underestimate the difficulty in having your know-how or message "catch on" and really adopted by the target.
- Clearly define the values and conditions for joining the project.
- Be aware of the difficulties that may arise when it comes to finding a business model. In the case of open fertilisation, these are often initiatives that rely heavily on volunteers.
- Don't underestimate the significant capitalisation work needed to continuously improve the know-how.

COOPERATION

COMING TOGETHER TO DO BETTER AND MORE

Cooperation involves several organisations joining forces to preserve or maximise their social impact. The structures remain autonomous, preserving their legal independence and assets. The permanence and integration of the cooperation can vary: it is “organic”, when it gives rise to new entities, or “functional”, when it takes a more informal form (partnerships, networks or conventions).

In 2015, as part of its purpose as a funding resource centre for the local support scheme (DLA), France Active published a practical guide *Association et Coopération* which includes explanations, practical advice and examples of cooperation between non-profits. Available in French from: www.france-active.org.

Principal methods

There are three methods of cooperation, depending on the intensity of the relationship between the participating organisations:

Simple cooperation (or mutualisation)

This is when organisations continue with their original area of expertise, but decide to pool resources. Collaborations of this type are often limited in time. They can involve:

- Jobs (grouping of employers or grouping of employers for integration and qualification),
- Premises, software or equipment,
- Finances,
- Skills,
- Information or knowledge.

THIS CHAPTER
WAS PRODUCED IN
COLLABORATION WITH
FRANCE ACTIVE AND
ASHOKA

“Juratri used to be an integration enterprise, it is now a social enterprise and in the future, it will be a regional enterprise. To maximise our impact, we have to work with local stakeholders.”

MATTHIEU GROSSET,
JURATRI

Strategic cooperation (or coordination)

This is when organisations continue with their original area of expertise, but decide to organise themselves to become more coherent and propose a co-ordinated local offer.

Reinforced cooperation (or co-creation)

This is when organisations decide to join forces to “act together”, in other words to create an innovative response to a social need (new product, service, scheme, offer, etc.) based on the complementary nature of their skills and resources.

One of the co-creation processes is the social joint-venture, created jointly by a company and a non-profit or social enterprise in order to fulfil a specific social purpose (see the example on p. 25)

read



CO-CREATION TOOLBOX

Ashoka strives to create an ecosystem that is conducive to co-creation. Ashoka and Accenture have developed tools that are available from: www.ashokacooperation.org



cooperation at a glance

ADVANTAGES

- Reduces individual costs by pooling and amortising fixed costs.
- Increases overall economic performance and the performance of each entity (creating internal markets, connections between sectors, new markets).
- Promotes the development of team skills (new know-how, transition to project mode) and provides access to the skills and expertise of a partner in a specific field.

DISADVANTAGES

- It is a long process that requires patience.
- Requires taking the expectations and vision of the various partners into account and finding an arrangement that meets everyone's objectives.
- Involves complex organisational and relational issues.
- Can lead to strong dependence of some structures on others or on the group.

KEY SUCCESS FACTORS

- Defining the strategy internally before meeting others (knowing why you want to cooperate, with whom and at what level).
- Collectively defining the level of commitment expected and testing of the effective involvement of all parties.
- Building trust through initial technical cooperation or pooling projects.
- Formalising the cooperation in a reference document that sets out the origin of the collaboration, validates the intentions of all the parties and can be used to present the cooperation to partners.
- Facilitating the functioning of the cooperation, monitoring progress and capitalising on successful experience.

PITFALLS TO AVOID

- Avoid turning to cooperation as a fad or simply to increase visibility.
- Anticipate the setbacks and “ups and downs” inherent in any cooperation.
- Don't underestimate the time the process can take: a cooperation project, especially if intended to be sustainable, can take several months or even years.
- Plan for an evaluation system to correct any discrepancies between expectations and what is actually achieved. Indeed, a cooperation project is a system that evolves and can be transformed or modified.



case studies

SIMPLE COOPERATION:

SOLI'VERS, A MULTI-STAKEHOLDER COOPERATIVE THAT POOLS RESOURCES AND KNOWLEDGE

Soli'Vers provides services to several SSE enterprises. When this Multi-stakeholder Cooperative (SCIC) was founded in 2012, it built its own premises, in which it now rents a part to each enterprise. This arrangement also allows certain services to be shared, such as accounting, engineering, training, and research & development.

Ten structures benefit from these services, taking the rationale of shared work a step further, particularly with regard to

expertise on inclusive engineering. Indeed, Soli'Vers is developing a significant collective research and development activity around the concept of the learning company. This is reflected in the production of training software designed to make job sectors more accessible and revise the skills learned in work situations, etc.

Each structure nevertheless retains its independence. Soli'Vers makes it possible both to rationalise the processes of the

various structures (through specific work on logistics) and to make collective progress on inclusive engineering, which is the common denominator of the project. As Pierre Hoerter, president of the SCIC, points out, *"if we want to professionalise the inclusion profession, we need to develop effective and appropriate tools"*.

STRATEGIC COOPERATION:

MAISON DE L'ÉCONOMIE SOLIDAIRE TO SET UP STRUCTURING COOPERATIONS

The Maison de l'Économie Solidaire is a group of integration non-profits that aim to help develop the Pays de Bray (Hauts-de-France). Since it was founded in 1989, it has created a range of integration services that has gradually diversified to include an intermediary non-profit, an integration enterprise and a training body. In 2001, development expended beyond integration as it turned into a Multi-stakeholder Cooperative (SCIC) in order to take into account the needs of the local region. This governance, which

includes employees, users, traditional businesses, local authorities and SSE activists, makes it possible to set up long-term strategic cooperation between the various stakeholders in the economic development of the region and thus to coordinate the development.

Different degrees of integration exist side-by-side, with the "nucleus" of the integration structures sharing premises and human & logistical resources with the Maison, while the other bodies involved use specific tools according to their needs.

The various stakeholders cooperate in a flexible manner, yet remain linked by two structuring elements, namely the local region and the option to experiment in order to promote endogenous economic development locally.

REINFORCED COOPERATION:

THE INNOVATIVE PARTNERSHIP BETWEEN COORACE AND ENEDIS TO JOINTLY CREATE INTEGRATION SOLUTIONS

Following a collaboration in Seine-Saint-Denis, the electricity distribution company Enedis (formerly ERDF) and the COORACE federation developed an innovative partnership aimed at helping people in difficulty reintegrate the workplace. In light of the positive outcomes, the partnership was extended to enterprises belonging to COORACE IDF covering the Greater Paris region and then on a national scale. Departmental and regional delegations have thus extended

the partnership into their respective areas. The cooperation mainly concerns two services:

- Mediation Plus, which involves employees on integration programmes with COORACE IDF enterprises helping to provide a service to households with unpaid electricity bills.
- Chantier Plus, which involves employees on integration programmes monitoring the quality of work carried out by ERDF service providers.

These two projects involve entrusting work assignments with high added value to employees reintegrating the workplace, with Médiation Plus, for example, being rewarding and conducive to integration. These services are accompanied by complementary activities depending on emerging needs, such as meter cleaning and the installation of Linky smart meters.

MERGING

POOLING ASSETS TO CONSOLIDATE A SOCIAL PURPOSE

Merging involves pooling the assets of two or more organisations leading to the creation of a new body or a takeover. It may be voluntary, but it is mostly the result of a necessity, which may or may not be welcomed. It is therefore crucial to prepare the process thoroughly.

Principal methods

Mergers refer to several types of restructuring, the most common of which are:

Merger-absorption

This is the merging of several structures into one, through the devolution of the assets of one or more (absorbed) structures to another (the absorbing structure). The aim is to regroup around an existing structure to make it more powerful.

Merger-creation

This is the merging of several structures into one through the creation of a new organisation, following the transfer of their assets. The aim is to strengthen resources and practices to consolidate projects.

THIS CHAPTER
WAS PRODUCED IN
COLLABORATION WITH
FRANCE ACTIVE

read



ASSOCIATION AND MERGER, A MARRIAGE OF LOVE OR REASON?

In 2013, as part of its mission as a funding resource centre for the local support scheme (DLA), France Active published a practical guide *Association et Fusion. Mariage d'amour ou de raison?*. It is available in French from: www.franceactive.org



case study

ARTICLE 1, A MERGER BETWEEN TWO ORGANISATIONS FOCUSING ON ACCESS TO EDUCATION

When two organisations are active in the same field and with similar activities, it may be appropriate for them to merge in order to best respond to the social need they are addressing. This was the case of Frateli and Passeport d'Avenir, non-profits created respectively in 2004 and 2005 to address the social inequalities and discrimination that severely affect young people from working-class backgrounds. These two non-profits merged in 2018 with the aim of becoming a national player and spreading their schemes for social mobility and equal opportunities as widely as possible. The merger was complex to implement at organisational, human and strategic levels, but it led to the creation of a major player with a strong regional network.

The merger doubled the size of the initial

structures and generated a need for alignment between their initial visions. It required a new organisation and a new governance taking into account the foundations established by Frateli and Passeport Avenir. For this purpose, equitable bodies were created through joint management and an equal distribution of administrators from both structures.

Preparatory work was also carried out to create a common culture. It was vital to develop listening and communication skills beforehand. Dedicated discussion sessions were organised with a coach and employees were notably asked to decide the name of the new structure.

Based on its experience, Article 1 advises limiting this transition period, especially when changes in functions requires

employee training. Last but not least, it is essential to provide support for employees in light of the new internal organisation.

Article 1 received support for its spin-off strategy from the P'INS programme (see the support ecosystem, page 51) in order to create new branches. Today, the 80 staff members and 17,000 volunteers of Article 1 work with 100,000 young people in 7 different regions.



point of view

BY DIDIER TCHERKACHINE, ASSOCIATE DIRECTOR AT TERRE D'AVANCE

In the social and solidarity economy, the decision to merge does not always come from the leaders themselves. These mergers are sometimes initiated by local authorities or financiers, who do not always measure the huge consequences

that they can have on the organisations and their teams. Contrary to traditional companies where growth is only decided internally (often for reasons of notoriety and capital increase), the motivations for scaling up in the SSE stem from more

complex and often collective phenomena. The notion of the geographic area is much stronger.

As regards human resources, it is necessary to focus on the sense of belonging and to organise collective moments between employees, etc. The more the associative project has been prepared and shared, the stronger the merger project will be. Scaling up is first and foremost an internal challenge. Governance and employees must be regularly engaged, and staff must be involved, for example in the planning and construction of the new organisation.

Externally, one of the most unexpected consequences for the structures is the focus that the merger can put on them. Mergers between non-profits, whether criticised or exemplary, put their leaders in the eye of the storm.

"It is often thought that mergers instantly reduce costs, since one of the goals is to rationalise. This is not always the case, as mergers can generate the need for new skills within the organisation!"

FANNY GÉRÔME,
FRANCE ACTIVE



merging at a glance

ADVANTAGES

- Strengthens the economic model of the social enterprise:
 - by balancing the model
 - by consolidating the financial base
 - by diversifying the activity
- Improves adaptation to the environment, enabling the enterprise to:
 - deal with competition
 - respond to incentives from public partners
 - negotiate with suppliers
- Strengthens governance and human resource management, enabling the enterprise to:
 - deal with governance issues
 - offer career opportunities to employees
 - gain new skills
 - restore a sense of common purpose by decompartmentalising

KEY SUCCESS FACTORS

- Taking the timing of this type of complex restructuring into account, as it requires favourable conditions. It is often triggered by an event, such as the retirement of a director.
- Receiving support at every stage.
- Focusing on the feeling of belonging of human resources and organising collective moments.

DISADVANTAGES

- It does not automatically produce results that exceed the sum of the two forces in isolation.
- In some cases, it entails significant human and organisational risks.
- It requires new administrative and managerial resources.

PITFALLS TO AVOID

- Don't neglect internal communication.
- Anticipate the crossing of thresholds, especially legal thresholds (such as reaching 50 employees)
- Don't underestimate the symbolic value of the name, logo and location of the activity.

CONSIDERATIONS FOR DECISION-MAKING

Adopting a scaling up strategy is an action that requires reflection and maturity. To be successful, it is important to consider the strategic and organisational dimensions that will be modified by the process. This will enable you to focus on the most appropriate methods.

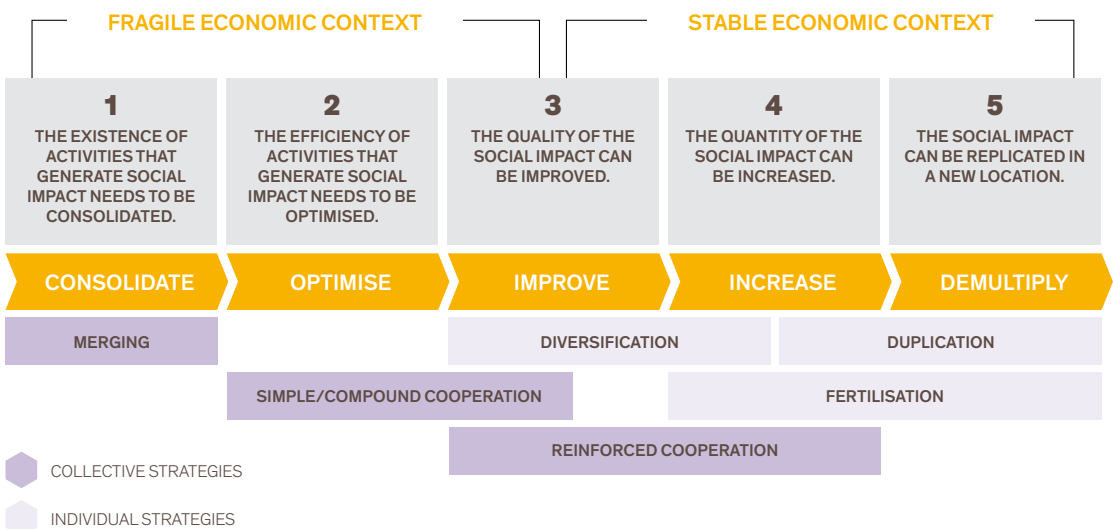
Strategic parameters

Strategic parameters are by nature linked to the social purpose of the organisation and the means which will enable it to achieve it. They concern:

- **The social impact goals:** why does the organisation want to scale up?
- **The possibilities for action and the economic situation:** what means does the organisation have to act?
- **The choice of developing alone or with others:** is the organisation ready to build a vision and strategy with others?

"Knowing how to run the activity yourself and how to pass it on to someone else are two very different things. It took us some time to define our duplication strategy. In the end, we chose franchising."

OLIVIER DÉSURMONT,
FOUNDER OF SINÉO



For example, if a social enterprise is in a stable or even prosperous economic situation and wishes to increase its social impact in its community, it may decide on a strategy of diversification, cooperation or fertilisation. If it knows from the outset that it does not have quality partners in its area of activity, cooperation is not suitable. It will then be left with two possible strategies.

These parameters will provide a first level of assistance for making the decision. Situations vary depending on the social enterprises, the vision of their leaders and the local context of the enterprises.

Only the social enterprise and its partners are able to determine the best strategy for scaling up to preserve or maximise their impact.

Organisational parameters

The extent of the consequences of scaling up on the organisation will vary, depending on the chosen strategy. These consequences are related to the resources of the organisation, its area of expertise, governance and the needs that scaling up may generate. To follow is a selection of decisive parameters to take into account at the time of choosing a strategy:

Type of scaling up: depending on the strategy, scaling up will be “internal” when based on the organisation or “combined” when based on the stakeholders and partners in the ‘ecosystem.

Process leadership: the process may be led and managed by a single organisation or may be carried out collectively.

Level of sharing strategic decisions: the scaling up process requires regular decisions to be made about the future of the organisation. These choices may be made relatively autonomously or in close consultation, depending on the level of involvement of the partners.

Transformation of the area of expertise: scaling up may result in changes to the organisation’s core area of expertise. This criterion is decisive because developing a new activity requires significant financial resources and potentially involves high risks.

Need for financial resources: certain strategies require more resources than others. While funding needs also depend on the ambition of the project, it is possible to estimate the extent of the need.

note



The social impact goals can be very different for two organisations that operate in the same sector and are, at first glance, similar. For example, for a social integration enterprise in the field of sustainable mobility, the increase in its social impact will be achieved through better outcomes in terms of integration. Yet for a different social enterprise acting in the same field, the increase in its impact will be achieved through its ability to raise awareness of mobility issues among local public authorities.

Source of funding for the process: depending on the strategy, funding for the scaling up can be solely the responsibility of the organisation initiating the process or can be shared with external project owners or with a group of stakeholders.

Creation of a new structure: certain strategies will lead to the creation of new structures, whose role may vary from coordination to heading the network or subsidiary.

Need for facilitation: throughout the implementation of the scaling up projects and even afterwards, facilitation may be required, especially if the process involves external stakeholders or partners who need to be regularly engaged.

Level of risk: as with the need for financial resources, the level of risk is highly dependent upon the specific features of the project. Nevertheless, there are some strategies which involve a higher risk overall than others.

	DIVERSIFICATION	DUPLICATION	FERTILISATION	SIMPLE OR COMPOUND COOPERATION	REINFORCED COOPERATION	MERGING
Type of scaling up	Individual	Individual	Individual	Joint	Joint	Joint
Process leadership	Individual	Individual	Individual	Collective	Collective	Collective
Level of sharing strategic decisions	Low	Average	Low	Average	High	High
Transformation of the area of expertise	Yes	No	No	No	Yes	No
Need for financial resources	High	Average to high	Low to average	Low	Low to average	High
Process funding	Internal	Internal or shared	Internal	Shared	Shared	Shared
Need to create special purpose entities	No	Yes	No	Potentially	Yes	Potentially
Need for facilitation	No	Yes	Yes	Yes	Yes	No
Risk level	Average	Average to high	Low	Low to average	Average to high	High

3

MAKING A SUCCESS

OF THE PROCESS



Thorough preparation for scaling up will maximise the chances of success. This step mainly involves three levels: the human level (leaders and teams), the organisational level (the structure) and the ecosystem level (the local area and its resources).

P44

AT A HUMAN
LEVEL

P47

AT AN ORGANISA-
TIONAL LEVEL

P51

AT AN
ECOSYSTEM
LEVEL

P52

ARE YOU READY
TO SCALE UP?

AT THE HUMAN LEVEL

As a key strategic decision for the enterprise, scaling up is often driven by the leader or leaders. It is the leader who has to design the project, rally people to the cause and ensure its success.

The support of employees is also a condition for success and in some cases, a real indicator of pertinence.

Question the motivations of the leader(s)

Analysing the leader's approach, motivations and strengths provides a first level of indicators on the social enterprise's ability to scale up.

Leaders must have be willing to scale up if they are to convince their team and stakeholders. They must also learn to rely on their strengths and control their possible weaknesses in order to successfully carry out the changes generated by any development process. Indeed, it is often the case that the leader's role is completely transformed, particularly when certain thresholds are exceeded, such as the number of employees.

These changes in role (nature of activities, organisation of working time, etc.) depend on various factors linked to the context of the organisation (such as the demands of partners or the needs of staff). They will determine the extent to which the leader should focus on the internal or external aspects of the organisation.

The list of questions opposite can help with gaining a better understanding of the leader's approach with regard to scaling up, as well as highlighting the strengths and anticipating potential shortcomings.

This can be carried out within the organisation, but it will be more insightful if an external person with a neutral viewpoint can provide support.

note



Scaling up often motivates leaders with a flair for creation more than those with a more management-oriented profile. This can be both an advantage and a disadvantage.

Indeed, although it is necessary to be proactive and committed to scaling up, there is a risk of wanting to go 'faster than the music'. Waiting for the right moment is crucial.

Understanding the motivations and vision of the leader.

- Do the leader(s) have a vision for the development of the organisation?
If so, what is this vision?
- Is this vision shared by staff?
- Is this vision viable, precise and planned?
- Is the objective of maximising social impact clear?
- What is the level of commitment of the leader(s)?
- What level of risk are they prepared to take?
- What do they expect from this process for the organisation, for themselves and for the staff?
- What are they proud about in the organisation?
- According to the leader(s), what are the strengths and weaknesses of the organisation?
- What do they consider to be the specific features that distinguish it from other organisations?
- What, at first sight, constitutes the DNA of the organisation?
- What, at first sight, is transferable and non-transferable?

Analysing strengths and weaknesses

- Does the leader have good command of at least two of the following indicators:
 - experience of the activity or social need,
 - knowledge of the local networks,
 - skills in raising finance?
- Do they have team management experience? What size teams?
- Do they have experience in managing people with low qualification levels (if the project is in the field of work integration)?
- Do they have experience in managing “production units” (if a duplication project)?
- Do they have experience in fundraising?
- Do they have the necessary financial management skills? If not, is there someone with these skills in the team?
- What is their ability to delegate?
- What are the skills developed during past professional experience that are useful to the leader today?
- Are they pragmatic?
- Can they convince, attract and rally people around their project?
- What complementary skills need to be found?
- Does their personal situation (family and economic) allow them to make the necessary commitment to the scaling up process?
- To what extent do they want to collaborate or co-build with other stakeholders (pooling, power-sharing, etc.)?

“The threshold of eight is well-known. When leaders hire their eighth employee, they change jobs. They are no longer part of the team as before, they become a manager. They have to do much more than they used to, organising work and making long-term plans.”

PHILIPPE GARCIN
LE CENTSEPT

Listen to staff

As with the leader, analysing the motivations and skills of staff is an essential part of preparing for scaling up.

Understanding the positions of staff and stakeholders

- Do staff and stakeholders agree with the scaling up project? If not, why? If so, what is it that motivates them in the process?
- Who are the key people? What is their position (facilitators, neutral or opponents)?
- How do they perceive the scaling up project?
- What is their general level of commitment to the organisation?
- How complementary are skills within the team of staff?
- Do staff think the organisation is ready to scale up? If not, what is lacking?
- What are the most recent significant events that have occurred within the organisation that could affect staff morale?
- What will be the adaptations and consequences for staff?
- How will any newcomers fit in?

Identifying key human resources

- Which staff members are closest to production of the impact?
- Are they able to formalise their know-how?
- Are they able to transfer it?
- Do they lack the skills to formalise and transfer the know-how?

"A scaling up project takes time. Indeed, it mainly involves the question of human relationships. You need to have administrators and volunteers who are convinced and prepared to rally around the project."

PAUL BRUYELLES,
DIRECTOR OF EMERJEAN

AT THE ORGANISATIONAL LEVEL

To effectively prepare for scaling up at the organisational level, it is necessary to understand the DNA of the organisation. What are its specific features? How does it produce value (both economic and social)? What is its environment and how does it fit into it?

Formalising these elements will make it possible to draw up an overall portrait of the organisation and to precisely evaluate its capacity to scale up, as well as the opportunities and risks associated with the process.

Analyse the potential of the organisation

Analysing its readiness to scale up is a prerequisite for planning the process. This exercise, which requires a neutral or external perspective, helps to identify the organisation's strengths and weaknesses, anticipate risks and take preventative action where necessary.

To follow is a list of questions that can help in the analysis of a social enterprise's capacity to undertake a scaling up process.

The list is not exhaustive and the questions should be adjusted to the specific context of each organisation.

Identifying strengths and weaknesses

Social impact

- Has the enterprise demonstrated its concept and in particular, its social impact? How does it measure it?
- What are the main difficulties in assessing the social impact?

Economic model

- What is the nature of the wealth created?
- What activities generate or reduce profitability?
- Has the break-even point been passed? If so, since when?
- What is the level of equity?

note



Particular attention should be paid to “blind spots”, in other words things that are beyond the staff's field of vision. It is important to ask certain questions that seem obvious, but which make things emerge that may not appear at first sight.

- What are the economic and social synergies between the organisation's activities?
- Can the economic model support the scaling up?

Governance

- Are the governance processes simple, robust and open to others?
- What are the decision-making circuits and processes? Who decides what (formally and informally)?
- Is there a system to ensure the sustainability of the social projects (such as an ethics committee)?
- Is governance aligned with the strategic project of the organisation?

Human resources and stakeholders

- Is there a specific internal organisation method?
- Is the organisation simple, under control and replicable (in case of duplication)?
- What is the necessary level of involvement of the stakeholders (key or marginal)?
- Which subjects can they influence (important subjects, controlled subjects)?
- What is the level of autonomy in their respect (relation of dependency, controlled relation)?

Identifying internal levers for scaling up and their potential

- What internal levers would maximise social impact and the economic equation (unused resources or unexplored means of communication)?
- What are the potential activities in which the organisation could diversify?
- Is the economic and social market potential of the new activity based on data or in-depth knowledge of needs?
- What channels could be used to better disseminate social impact and why (difficulty of access, demand for resources, ability to track results)?
- Are there other models that could work for the organisation (benchmarking and business model innovation)?

pointer



MODELLING

consists of formalising the key elements of the organisation. It is necessary to set out the activity and processes, as well as the management of human and financial resources in order to make the success of the model explicit.

"The Prestige oil spill disaster and the subsequent closure of beaches led to hiking trails being opened and developed. This opportunity greatly facilitated the development of our activity and its scaling up."

PIERRE-YVES FAUTRAS
ADELI (ASSOCIATION OF LOCAL
INTEGRATION ENTERPRISES)

Identifying external levers for scaling up and their potential

- What are the opportunities and threats or constraints of the current market?
- Which geographic areas could maximise the economic market and social impact?
- How can these geographic areas be prioritised?
- Who could become involved in a duplication process in these locations?
- Who are the stakeholders in the location with whom cooperation might be possible (other social utility organisations, private companies or institutional players?)
- What are the links with the stakeholders and how can they be strengthened?

Plan and implement the process

Implementing the scaling up process will depend on the specific nature of each organisation, as well as on the chosen strategy. There are however some common steps in the planning process. As during start-up, it is strongly recommended to draw up a business plan, in this case called a development plan. This document is used to set out the key elements that will enable the process to run smoothly and to anticipate the risks. It is based on the analysis performed earlier on the organisation's capacity to scale up.

These questions are presented from the point of view of an organisation that wishes to adopt an individual scale up strategy. The same questions can be asked of a collective that wishes to engage in a joint approach.

Setting out the vision and defining the strategy

- What are the strategic and operational goals behind the organisation wishing to scale up?
- What are the social impact goals?
- What is the most suitable strategy to reach these goals (horizontal diversification, flexible duplication, etc.)?
- What is the "target" economic model and organisation (network, impact multiplied on X platforms, etc.)?
- What is the "target" mode of governance?
- What are the quantitative and qualitative outcomes expected from the scaling up (desired social impact over time, development of equity capital, etc.)? What tools should be used to measure these outcomes and what are the conditions for implementation?

Anticipating changes and risks and implementing preventive or corrective actions

- What is the general level of risk associated with the process?
- Where are the main risks concentrated?
- What actions will the organisation take to prevent and correct the risks?
- How can be identified risks be reduced?
- What will the organisational impact be (in terms of governance, management and the legal structuring) and how will it be managed?
- What will the impact be on the economic model (working capital requirements, etc.)?

Defining milestones and a timetable

- What are the start date, key milestones and end date of the project?
- How quickly should the project move forward?
- What are the main deadlines?
- What are the identified key success factors and pitfalls to avoid?
- How will project management be organised (tracking the rollout, procedures, parties involved, etc.)?
- What will be the size of the pilot project? What are the expected outcomes? How will they be measured?

Estimating and raising the necessary resources

- What means are needed to successfully scale up? To train the staff? To fund the investment?
- How can the necessary resources be raised?
- What partnerships need to be forged to start the process?
- What is the capacity for self-funding?
- What is the strategy for mobilising and training internal human resources?
- What external support is desired and which currently known partners can be mobilised?
- For duplication projects, how can local project leaders be found? What qualities are required? What are the conditions for hiring and retention?

note



Implementing a pilot project (particularly in duplication) is an essential condition for success. This experimental phase will help those involved to “learn” to duplicate and correct their aim in case of mistakes.

AT THE ECOSYSTEM LEVEL

Mobilising resources and using support from schemes and stakeholders in the ecosystem is an essential step to initiate and succeed the scale up.

The scale up assistance and support schemes listed below have been selected to give initial guidance. Social enterprises that are members of a sector network or a non-profit federation can also call upon these bodies.

In addition to the selection, it may be beneficial to explore the standard growth support schemes (Chambers of Commerce and Industry, the Entreprendre network, etc.), as well as common-law financing mechanisms, such as those offered by banks.

It may also be relevant to consider solidarity investors, some of whom offer strategic scaling up support for leaders whose projects correspond to their selection criteria, as well as financing mechanisms.

read



The main financing tools for scaling up are detailed in the book *“Stratégie et financement des entreprises sociales et solidaires”*, by Amandine Barthélémy, Sophie Keller and Romain Slitine.



VOLUNTEERING AND CORPORATE PATRONAGE

Volunteering and corporate patronage can be used to mobilise volunteers with a range of skills and receive support for implementing a development strategy.

To find out more: www.avise.org/entreprendre/se-faire-accompagner/mecanat-et-benevolat-de-competences



DLA, DISPOSITIF LOCAL D'ACCOMPAGNEMENT DE L'ESS

This is a local support scheme provided by the Government, the Banque des Territoires, le Mouvement Associatif, Régions de France and ESS France, which is co-ordinated at a national level by Avise. The DLA assists organisations that run social utility services and create jobs with their consolidation and development processes.

To find out more: www.info-dla.fr



P'INS PROGRAMME – FONDATION MACIF AND AVISE

P'INS is a support programme for duplication strategies for socially innovative project owners, provided by the Fondation Macif and Avise. It is designed to secure and accelerate the duplication of social innovations in order to increase their social impact. The programme includes individual personalised support, group seminars, access to an engineering fund to mobilise experts, networking and financial support from the Fondation Macif.

More information: www.programme-pins.org



NATIONAL AND OVERSEAS CALL FOR PROJECTS - FONDATION LA FRANCE S'ENGAGE

The national and overseas call for projects organised by Fondation la France s'engage provide access to support for scaling up and financial support over 3 years for SSE enterprises wanting to scale up.

More information: fondationlafrancesengage.org



SCALE UP PROGRAMME – ANTROPIA ESSEC

The Scale Up programme run by Antropia ESSEC provides scale-up support for companies with a strong social or environmental impact. The scheme includes a dedicated strategic mentor, legal support and networking to promote partnership opportunities.

More information: antropia-essec.fr/scale-up



FELLOWS PROGRAMME - ASHOKA

Ashoka's Fellows programme supports social entrepreneurs throughout the development of their project and according to their needs.

More information: www.ashoka.org/fr/programme/le-programme-daccompagnement



ACCÉLÉRATEUR ESS ÎLE-DE-FRANCE - CONSEIL RÉGIONAL D'ÎLE-DE-FRANCE AND HEC

This programme, run by the Île-de-France Region, is designed for SSE work integration enterprises, whose structures have high potential for development.

More information: www.hec.edu/fr/faculte-et-recherche/centres/idea-center/act/l-accelereur



SOCIAL INNOVATION ACCELERATOR FOR WORK INTEGRATION OF LONG-TERM JOBSEEKERS, KNOWN AS AIS#EMPLOI - AGENCE NOUVELLE DES SOLIDARITÉS ACTIVES (ANSA)

This scheme supports work integration projects that are suitable for deployment in other geographical areas.

More information: www.solidarites-actives.com/fr/nos-projets/laccelerateur-dinnovation-sociale-pour-laccess-lemploi-des-chomeurs-de-longue-duree-0



PIONNIERS PROGRAMME - FRENCH IMPACT

The aim of the Pionniers programme is to support social innovation organisations that need to roll out their initiatives and scale up.

More information: www.le-frenchimpact.fr/nos-programmes



IMPACT SCALE UP – MOUVEMENT IMPACT FRANCE

Mouvement Impact France runs a range of support schemes on an ad hoc basis. In 2020, it created Impact Scale Up, a cycle of “learning expeditions” to experienced entrepreneurs, together with a scaling up toolkit.

More information: impactfrance.eco/#communautesimpact-scale-up



IMPLANTATION PROGRAMME - RONALPIA

The incubator Ronalpia runs a set-up programme for all organisations seeking to expand in the Auvergne-Rhône-Alpes region, which address a social or environmental need that is unmet or inadequately met, notably through access to partnerships and seminars.

More information: www.ronalpia.fr/implantation



S'IMPLANTER LOCALEMENT - ATIS

The non-profit Association Territoires & Innovation Sociale (ATIS) runs a programme entitled “S’implanter Localement” for social enterprises seeking to duplicate their projects in Nouvelle-Aquitaine, providing individual support, training and networking with key stakeholders in the region.

More information: atis-asso.org/nos-programmes/simplanter-localement



IMPLANTATION 95 – ANTROPIA ESSEC

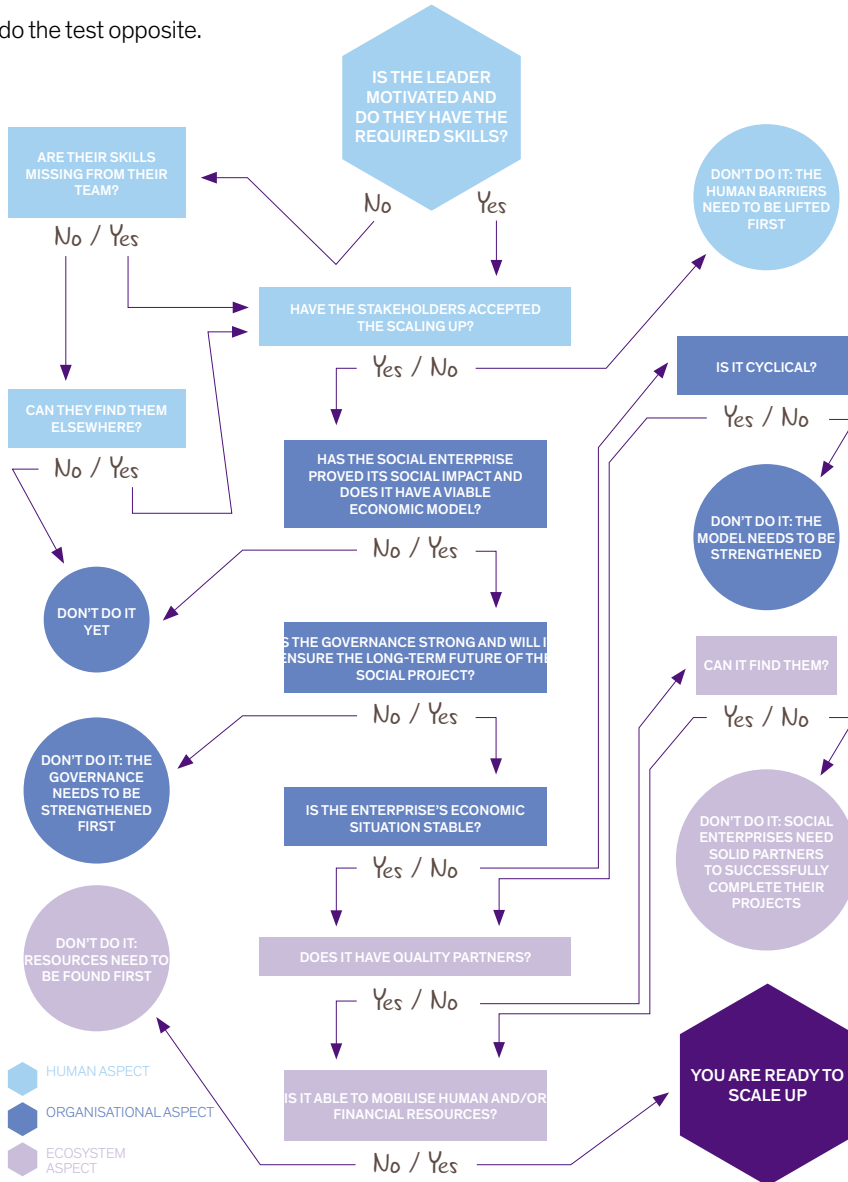
Implantation 95, run by Antropia ESSEC, is a support scheme for developing impact activity in Val d’Oise, providing group training, individual follow-up, access to experts and key stakeholders in the region.

More information: antropia-essec.fr/implantation-95

Non-exhaustive list.

ARE YOU READY TO SCALE UP?

To find out, do the test opposite.



TO FIND OUT MORE

A selection of useful resources for leaders and support bodies.
Most of the resources listed below can be downloaded from www.avise.org

Scaling up

- ANDRÉ K., GHEERBRANT C., PACHE A.C., “*Changer d’échelle. Manuel pour maximiser l’impact des entreprises sociales*”, 2014;
- AVISE, “*Enjeux et pistes d’action pour le changement d’échelle des innovations sociales*”, 2014;
- NESTA, “*Making it big. Strategies for scaling social innovation*”, 2014;
- NESTA, “*Development, Impact & You*” [on-line], www.diytoolkit.org ;
- OECD, EUROPEAN COMMISSION, “*Changement d’échelle et maximisation de l’impact des entreprises sociales*”, 2016;
- SCALE CHANGER, ASHOKA, “*Entrepreneurs sociaux: quels modèles économiques innovants pour changer d’échelle?*”, 2019;
- UNIPSO, “*Se préparer au changement d’échelle*”, 2018.

Duplication

- ICSF & BIG LOTTERY FUND, “*Realising the potential of social replication*”, 2013;

- AVISE, CAISSE DES DÉPÔTS, ESSEC, “*Changer d’échelle. Dupliquer les réussites sur des nouveaux territoires*”, 2006;
- RÉSEAU ENTREPRENDRE, “*Guide pratique de la duplication: une méthode pour accélérer et sécuriser la création d’entreprises sociales*”, 2013;
- SCALECHANGER, “*Cahier de la Franchise Sociale*”, 2018.

Diversification

- COORACE, “*Kit de création d’activité*” [on-line], www.coorace.org.

Cooperation in general

- FRANCE ACTIVE, “*Association & coopération. Jouer collectif. Dynamiques de coopération entre acteurs de l’ESS*”, 2015;
- JURISASSOCIATIONS, “*Enjeux juridiques et financiers de la coopération*”, 2017;
- SOCIALCOBIZZ, “*Pack méthodologique dédié aux Joint-Venture Sociales*”, 2017;
- AVISE, “*Accompagner les rapprochements de structures dans l’ESS*”, 2019;

- AVISE AND HANDECO, *“Développer les coopérations économiques avec les structures de l’économie sociale et solidaire”*, 2019.

Mutualisation

- AVISE, *“Accompagner les groupements d’employeurs associatifs”*, 2011;
- AVISE, *“Les groupements d’employeurs du secteur non marchand”*, 2014.

Merging

- FRANCE ACTIVE, *“Association & fusion, mariage d’amour ou de raison?”* 2013.

Co-creation

- ASHOKA, *“La Co-création”*, 2014;
- ASHOKA, *“Boîte à outils sur la co-création”* [online], www.ashokacocreation.org.

THANKS TO

We would like to thank the experts, leaders of SSE enterprises and other stakeholders in the field who contributed to the preparation of this publication. Their feedback, testimonies and questions are what make this book so informative.

EXPERTS, SUPPORT ORGANISATIONS AND STAKEHOLDERS IN THE FIELD

- **Jérémy Bremaud**, Association territoires et innovation sociale
- **Michel Courtay**, Aura Conseil
- **Jacques Dasnoy**, Mouvement Impact France
- **Stève Duchêne**, Alsace Active
- **Philippe Garcin**, Réseau Entreprendre
- **Caroline Genny**, Coorace Ile-de-France
- **Fanny Gérôme**, France Active
- **Isabelle Hoyaux**, ScaleChanger
- **Véronique Martin**, France Active
- **Perrine Musset**, Ashoka
- **Sara Pedroza**, Boston Consulting Group
- **Anne-Claire Pignal**, Coorace
- **Eric Pitkevicht and Chantal Ballanger** regional correspondents, Fondation Macif
- **Pierre Yves Sanchis**, e-RSE and Comeen
- **Louise Swistek**, Le Comptoir de l'Innovation Investissement
- **Didier Tcherkachine**, Argo & Siloé
- **Christian Valadou**, l'Autre Entreprise
- DLA (*départements*), especially: **Gwenael Hervé** (Pays de Rennes), **Celine Settimelli** (Essonne) and **Charline Fournela** (Hauts-de Seine)
- DLA (*régions*), especially: **Sarah Persil** (Picardie), **Aurélie Foltz** (Ile-de-France), **Delphine**

Benassy (Centre)

- DLA resource centres, especially members of the CR DLA IAE: **Chantier-Ecole, CNLRO, Coorace, Emmaüs France, Envie, Fédération Française des GEIQ, Fédération des Entreprises d'Insertion, FNARS, Réseau Cocagne, Tissons la Solidarité, UNAI**

LEADERS AND EMPLOYEES OF SOCIAL ENTERPRISES

- **Frédéric Bardeau**, Simplon.co
- **Benjamin Borel**, Pain et Partage, Bou'Sol
- **Paul Bruyelles**, Groupe L
- **Thomas Buffard**, Sinéo Dijon
- **Bernard Dèche**, AGIL'ESS
- **Olivier Désurmont**, for Sinéo
- **Pierre-Yves Fautras**, Adeli
- **Matthieu Grosset**, Juratri
- **Pierre Hoerter**, Soli'Vers
- **Marine Lafon**, DiscoSoupe
- **François Marty**, Le Chenélet
- **Julia Mignacca**, Enercoop
- **Samuel Mugin**, Pain et Partage, Bou'Sol
- **Jean Baptiste Schmider**, Réseau Citiz
- **Emmanuel Torrent**, Ecocup
- **Sami Yakoubi**, CATM



Director of publication: Cécile Leclair / **Coordinator and editor:** Luciana Calvetti / **Contribution (expertise, editing and proof-reading):** Armelle Barré, Chloé Bellue, Elise Depecker, Prunelle Gorget, Hector Hubert, Kanitha Kernem, Maïté Lesage, Katia Thiriar / **Sub-editors:** Nadège Rodrigues, Laura Malbert / **Graphic design and lay-out:** belazar - www.agence-belazar.com / ISBN: 979-10-91375-06-1 / © Avise December 2014

Second edition - Coordination and contribution: Basile Deveaux and Bénédicte Pachod / **Lay-out:** Léa Volle / **Printed by:** Imprimerie La Centrale Lens / Printed on certified FSC paper
ISBN: 979-10-91375-10-8 / © Avise December 2020 / www.avise.org

STRATEGIES FOR SCALING UP

**What is scaling up for a social enterprise? How does it differ from growth?
What strategy should be adopted?**

This guide is intended for leaders of social utility organisations and their staff, as well as for those involved in support and financing.

It aims to shed light on the notion of scaling up and to promote a shared understanding. It also has a practical aim in that it sets out to facilitate the transition to action. From diversification to cooperation, from duplication to fertilisation and merging, it details the different strategies for scaling up and the conditions for success.

The second edition of this guide, produced by Avise, is based on a wide range of exchanges with some fifty people in the sector, including experts, social enterprise leaders, heads of sector networks, support bodies and funders. At the heart of this book lie the keys needed for embarking upon the scaling up journey.



For the past 20 years, Avise has been enabling and encouraging the development of the social and solidarity economy (SSE) and social innovation in France and Europe by making its expertise and resources available to SSE businesses and the bodies that support them.

Avise is a non-profit agency committed to serving the public interest with a headcount of around 30. It can rely on support from board members representing the French SSE and an extensive network of partners keen to promote the ecological and solidarity transition. Today, Avise is the go-to partner for the SSE ecosystem.

www.avise.org

